



# EXTRA-FINANCIAL PERFORMANCE STATEMENT 2024



---

Groupe Maisons De Famille  
Headquarters: 1, place Victor-Hugo, 92400 Courbevoie, France  
Share capital: € 87 461 124,00  
Siret: 493 488 571

---

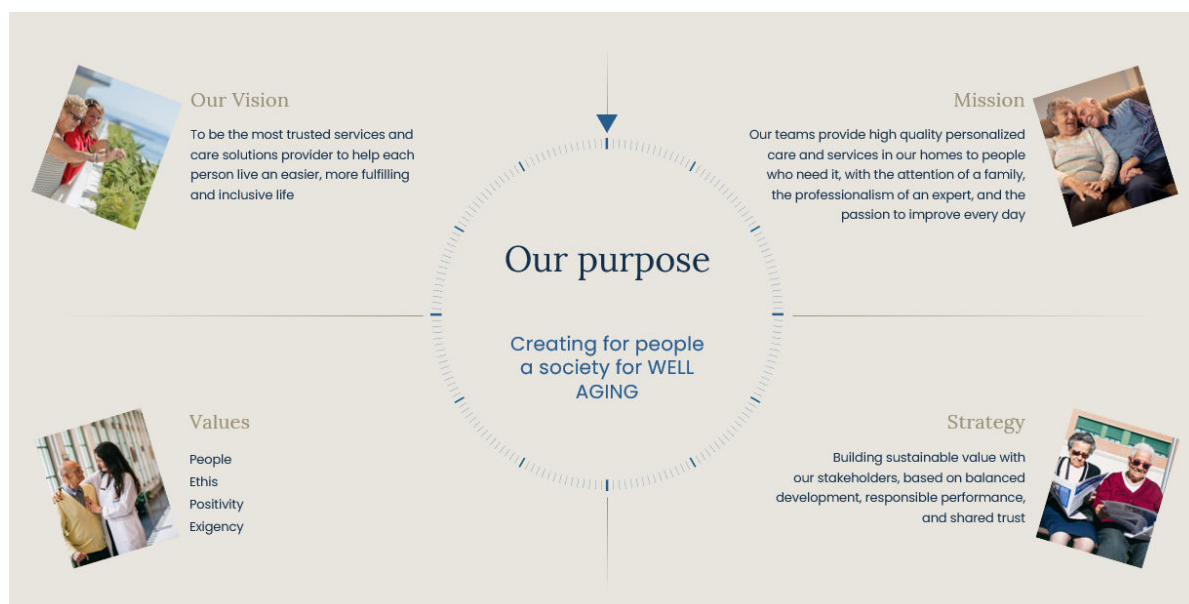
Groupe Maisons de Famille at a glance .....	3
Our vision, mission, strategy and values .....	3
Our history .....	4
Our decentralized organization based on strong local brands .....	4
Our key performances .....	12
Our governance .....	14
Julien Samson's interview, Groupe Maisons de Famille's CEO .....	17
A model that creates Sustainable values .....	19
Sustainable Development and Social Responsibility .....	21
Non-financial risk management .....	26
Caring for our residents .....	29
Quality first! .....	29
Resident Satisfaction .....	41
Commitment to our employees .....	47
Attracting and welcoming sustainably .....	48
Developing leadership based on humanist values .....	51
Being a place of fulfilment for everyone .....	52
Exigency, Ethics and Compliance .....	67
Exigency on data and information systems security .....	72
Data Privacy and Data Security Management .....	72
Information System .....	76
Commitment to stakeholder communication .....	77
Commitment to the environment .....	83
Greenhouse Gas Emissions .....	86
Sustainable Use of Resources .....	88
Water Consumption Management .....	93
Waste Management .....	94
Reporting methodology .....	96
Our ESG 2025 roadmap .....	100

## Groupe Maisons de Famille at a glance

Founded in 2003, Groupe Maisons de Famille began as a family-owned company with a vision anchored in long-term, sustainable growth based on quality of service to residents. Over the past two decades, our journey has been marked by a pursuit of excellence in elderly care, enabling us to emerge as a leading European provider in this sector. Our growth extends across France, Italy, Spain, and Germany, where we have established a robust presence with diverse care offerings. Today, our group encompasses multiple companies, each specializing in a range of services that include long-term care nursing homes, day care nursing homes, and apartments for seniors, along with outpatient services and rehabilitation and psychiatric clinics.

## Our vision, mission, strategy and values

In 2024, the Group continued the process of transformation and deployment of a unified vision, mission, strategy and set of values across the Group. This transformation process has actively involved the Group's management team, as well as the heads of the country subsidiaries and their management committees. As a result, these principles are aligned with the strengths and offerings of each of our affiliates.

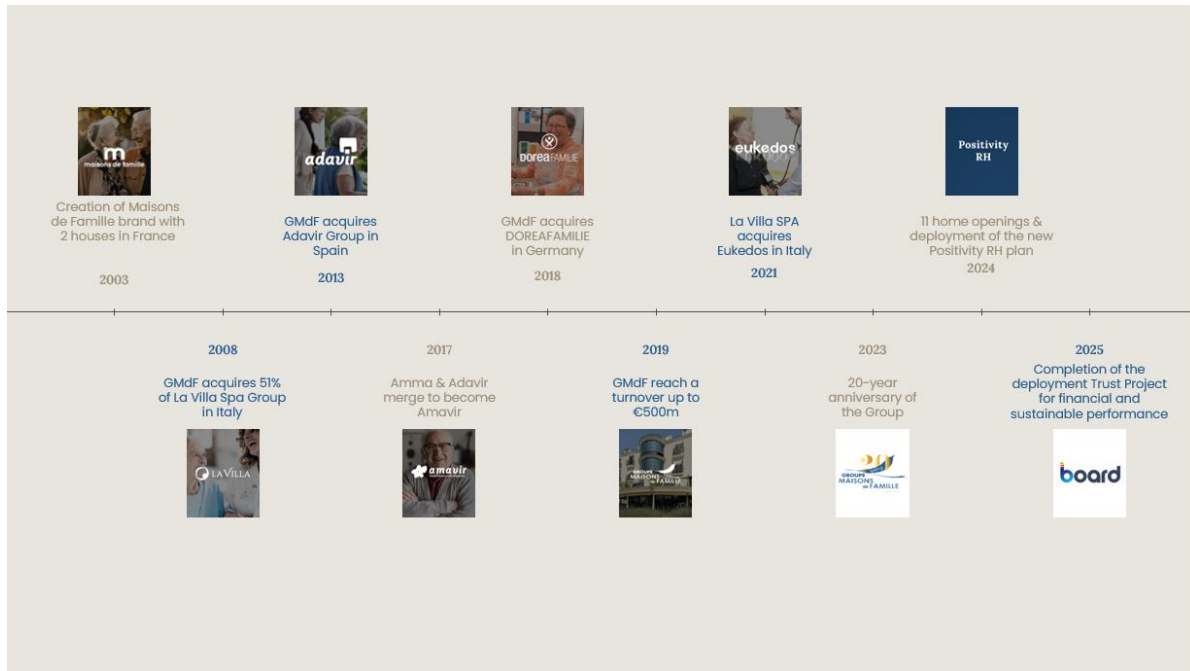


The Group's values guide our everyday work:

- **People:** We are committed to respecting the uniqueness and life history of each person.
- **Ethics:** We act responsibly every day.
- **Positivity:** We give the best of ourselves, every day, with enthusiasm and positivity.
- **Exigency:** We pay attention to the smallest details to meet all expectations.

## Our history

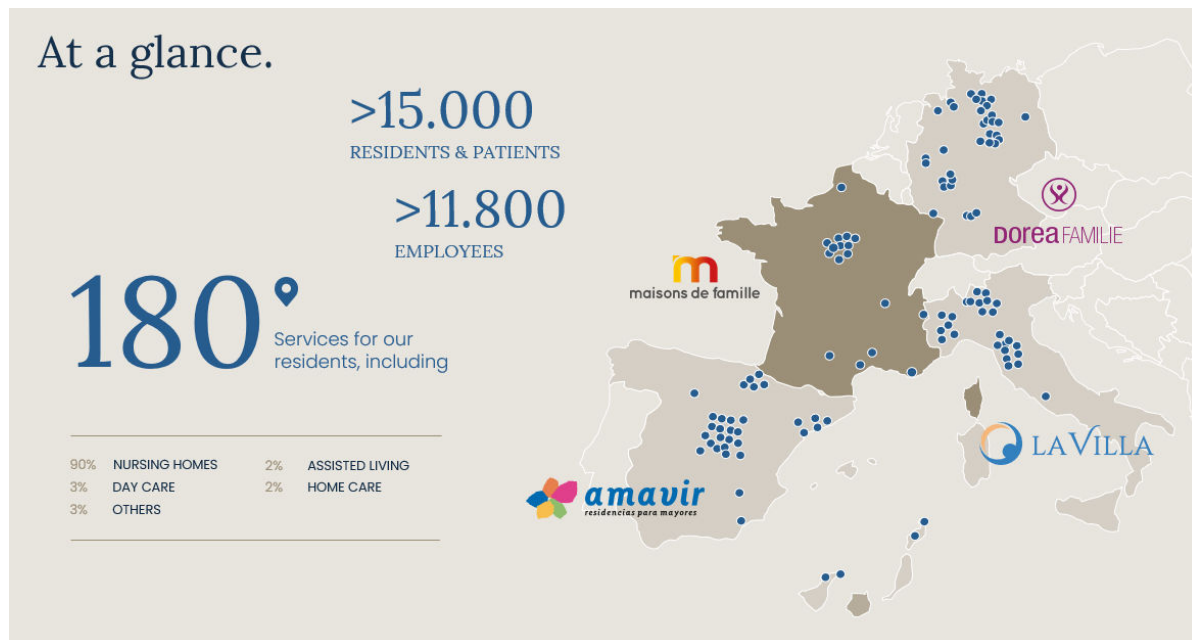
We are renowned for our dedicated facilities that deliver quality care and services to dependent people, as well as those with disabilities and psychiatric conditions. Our approach to social and health care has not only set new standards in the sector but also underscored our commitment to ensuring the well-being of our most vulnerable populations. This history reflects our enduring commitment to quality, exigency and innovation in care.



## Our decentralized organization based on strong local brands

Groupe Maisons de Famille's organizational strength is deeply rooted in the principles of decentralization and autonomy, reflecting our commitment to local responsiveness and person-centered care. Our approach empowers each entity within the Group to make decisions attuned to their local contexts. This organizational model has been instrumental in fostering an environment where personalized care is not just a service feature, but a fundamental pillar. By enabling each company to operate with a high degree of autonomy, we ensure that our services are of the highest quality and deeply resonate with the specific needs and preferences of the people we serve.

This decentralization is more than a structural choice; it is a strategic tool that allows us to adapt to diverse healthcare landscapes. Thus, each Groupe Maisons de Famille facility is a true reflection of its location, spirit, and needs.



(1) 180 services (166) and home services (14) including 152 facilities.

## A group based on strong local brands

Groupe Maisons de Famille is composed of strong local brands that embody our vision: “to be the most trusted services and care solutions provider, helping each person live an easier, more fulfilling, and inclusive life.” Each brand, while uniquely adapted to its local context, shares a commitment to this vision, contributing to our reputation as one of the European leaders in elder care. Our brands reflect the fusion of high-quality care with deep respect for the individuality and preferences of those we serve.

This section explores how these local brands, with their distinct identities and strengths, collectively embody our aspiration to transform elder care, not just in their regions but also across Europe, making a tangible difference in the lives of individuals and local communities.



Founded in 2003, with now 16 nursing homes, 3 assisted living facilities, 1 rehabilitation clinic, representing a total of 1,410 beds, and 1 home care service, **Maisons de Famille** aims to create more than just care facilities; it strives to build environments that resonate with the warmth and spirit of a true family home. **Maisons de Famille's** goal has always been to foster spaces that are not only adapted to medical needs but also rich in opportunities for shared experiences and joyful moments.

At the heart of the company's approach are dedicated teams, who bring the core values of the Group to life each day. Their exceptional blend of expertise and compassionate care ensures that every service is personalized, respecting the individual choices and preferences of each resident. In **Maisons de Famille's** homes, families and close relatives are not just visitors but integral members of the community, deeply involved and always welcomed.

The name "**Maisons de Famille**" reflects the company's philosophy – to offer residents an ambiance that mirrors the comfort, security, and affection of a family. **Maisons de Famille's** commitment goes beyond providing medicalized care; it is about creating a joyful place where every resident feels truly at home, surrounded by care, respect, and a strong sense of belonging.



Two Florentine entrepreneurs, Carlo Iuculano (currently **La Villa's** CEO) and Giovanni Matteini, founded **La Villa** in 1992. Over the course of eight years, they successfully launched the first four facilities. The inaugural one, RSA Botticelli, situated in Strada in Chianti, opened in 1996, followed by three additional Residences in Tuscany. **La Villa** has established itself in the social-health sector, integrating into the local service network through strategic agreements and partnerships with regional health authorities and national regulatory bodies.

**La Villa's** primary mission is to provide comprehensive services catering to elderly people, as well as adults with severe disabilities, people with varying degrees of cognitive impairment, and patients with psychiatric conditions. These services include both residential and daytime accommodation, offering options for both permanent and temporary stays.

At **La Villa**, a dedicated team of professionals cares every day for residents and patients, delivering services within a secure and compassionate environment. La Villa's model nursing homes uphold the respect and dignity of each individual, placing their well-being at the forefront of everything they do.

With 46 facilities under the **La Villa** brand, including 39 nursing homes, 6 psychiatric clinics and 1 assisted living, the company has a capacity of 3,851 beds. **La Villa** currently ranks as the fourth-largest elderly care provider in Italy, solidifying its commitment to delivering quality care and services to those in need. It also has 3 home services.



**Amavir** is a prominent player in Spain's elderly care sector, ranking sixth position nationwide. Established in 2017, **Amavir** emerged from the fusion of two companies, Amma and Adavir, each with over two decades of expertise. With 45 managed residences and day nursing homes, 6,855 beds, **Amavir** provides personalized care that caters to the diverse needs of the residents and their families.

At the heart of **Amavir's** approach is a devoted team committed to the well-being of the elderly, situated within warm and welcoming facilities designed around the concept of coexistence units—where residents feel at home. This emphasis on creating a home-like atmosphere is driven by a shared goal: to enhance the quality of life for every resident.

Innovation takes center stage at **Amavir** through its pioneering "Guided by You" model of residential care. This innovative approach prioritizes residents' input and empowerment, as the environment is thoughtfully tailored based on their direct or indirect preferences. The aim is to transform **Amavir's** residences into true homes for those they serve.



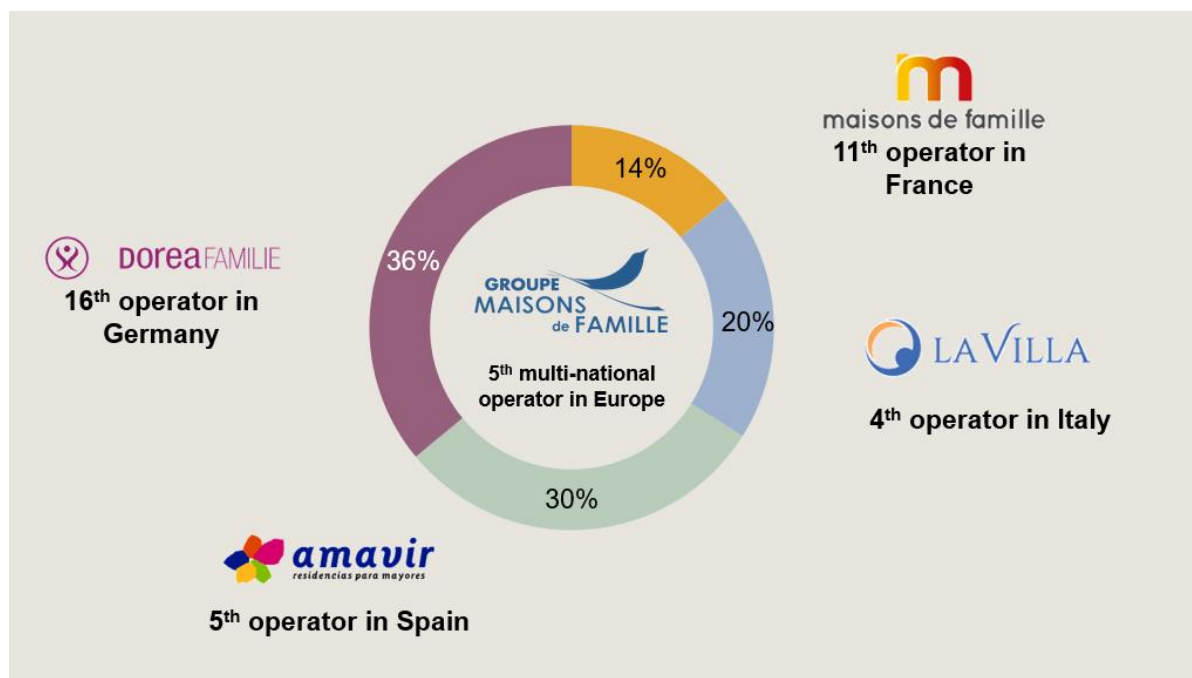


**DOREAFAMILIE** is a large private care service provider in Germany. Founded in 2015 and restructured through insolvency proceedings in 2023, **DOREAFAMILIE** has more than 3,700 employees that take care of about 5,200 people in 43 nursing homes, 12 assisted living facilities and 10 ambulatory care services.

From the start, **DOREAFAMILIE**'s work has been based on a solid value system with the central themes of 'family-oriented', joyful' and 'substantiated' that has been successfully integrated into the Group's shared vision, mission and values at a local level. Well-established teams with a strong focus on quality bring values to life, creating the feeling of family inherent in the company's name and identity.

**DOREAFAMILIE** offers a range of diverse, integrated services that cater to individual needs. The variety of services provided meets all needs – at some of the locations even as a 'one-stop solution'.

Below is the turnover percentage that represents each entity in the Group total turnover.



\*The ranking of the Group and its entities is based on the number of beds in nursing homes.



## Emerging factors and trends fueling the demand for care services

As the European leader in the private nursing home and care sector, Groupe Maisons de Famille is committed to creating sustainable value for all stakeholders through development, performance, and trust. In line with our commitment to “quality first”, we have identified key factors and future trends that will shape our sector in the coming years, guiding our strategic approach to meet the evolving needs of society.

### Trend 1: Aging population and increase in dependency

“The increasing share of elderly individuals in the EU leads to a growing demand for healthcare services and poses a challenge to the long-term financial sustainability of our social protection systems.<sup>1</sup>” The rapidly aging population in Europe, coupled with the rise in the number of dependent people, presents both challenges and opportunities for our sector. Projections indicate a twofold increase in the number of people aged 85 and above by 2050<sup>2</sup>, necessitating innovative solutions to meet the growing demand for elderly care services. With the demographic landscape shifting, the challenge is clear: fewer individuals will need to support a larger aging population. Care needs are on the rise, putting additional strain on the public system. Additionally, the rise in life expectancy and prevalence of cognitive diseases underscore the importance of tailored care approaches and specialized support for our aging population.

### ***Our answers to the trend:***

- Expand our network of facilities and services to accommodate the growing demand for elderly care, ensuring accessibility and quality of care for all.
- Invest in specialized programs and training for our staff to address the needs of individuals with cognitive diseases and dementia, promoting dignity and quality of life.
- Continuing digital transformation initiatives to enhance the efficiency and effectiveness of care delivery, leveraging technology to support and treat elderly individuals with high quality care.

---

<sup>1</sup> Source: The impact of demographic change in a changing environment, European Commission report, 2022.

<sup>2</sup> Source: The impact of demographic change in a changing environment, European Commission report, 2022.

## Trend 2: Increase in chronic diseases

The prevalence of chronic diseases among older adults in Europe presents a significant health challenge, with a very high percentage of people aged 65 and above suffering from at least one chronic condition<sup>3</sup>. This trend underscores the importance of integrated healthcare approaches and proactive management strategies to improve health outcomes and quality of life for those impacted by chronic diseases.

### ***Our answers to the trend:***

- Implement health promotion programs and chronic disease management protocols within our facilities, focusing on prevention, early detection, and personalized care plans.
- Foster interdisciplinary collaboration and partnerships with healthcare providers to ensure continuity of care for individuals with chronic conditions.
- Utilize digital health solutions to empower residents in self-management and monitoring of their health, promoting autonomy and well-being.

## Trend 3: Accommodation capacity and home care challenges

The projected increase in diversified accommodation solutions and capacity for elderly people in Europe highlights the need for scalable solutions to meet future demand. While home care is considered a suitable option, changing family structures and lifestyle dynamics pose challenges to its feasibility, emphasizing the importance of alternative care models and community-based support systems<sup>4</sup>.

### ***Our answers to the trend:***

- Diversify our service offering to provide innovative solutions: in France through Esprit de Famille home care services, assisted living and small units for people suffering from Alzheimer's disease, in Germany by strengthening and developing the ambulant care service offering and in Spain through day care centers a new healthcare activity (i.e. neuro-rehabilitation centers)

---

<sup>3</sup> According to the World Health Organization (WHO), chronic diseases such as heart disease, cancer, and diabetes are the leading cause of mortality globally, accounting for 71% of all deaths.  
[https://health.ec.europa.eu/system/files/2020-02/2018\\_healthatglance\\_rep\\_en\\_0.pdf](https://health.ec.europa.eu/system/files/2020-02/2018_healthatglance_rep_en_0.pdf)

The European Commission's European Health Report 2018 indicates that chronic diseases are responsible for a substantial portion of the disease burden in the European Union, with an estimated 86% of deaths attributed to these illnesses.

<sup>4</sup> Source: The impact of demographic change in a changing environment, European Commission report, 2022.

#### Trend 4: Environmental sustainability

Environmental sustainability is becoming increasingly important within the healthcare sector, driven by growing awareness of the interconnectedness between human health and the environment. Climate change, pollution, and resource depletion pose significant challenges to public health and healthcare delivery, necessitating a concerted effort to reduce carbon emissions, minimize waste, and adopt Sustainable practices.

#### ***Our answers to the trend:***

- Implement environmental initiatives within our facilities, such as energy-efficient systems, waste reduction programs, and Sustainable sourcing practices.
- Promote environmental awareness and education among management, employees and residents to foster a culture of sustainability.
- Collaborate with local communities and environmental organizations to support initiatives aimed at mitigating the environmental impact of healthcare operations.

#### Trend 5: Human Resources shortages in healthcare

Personnel shortages are intensifying within healthcare, social, and medico-social institutions. In Europe, industry stakeholders estimate that approximately 5 to 10% of nursing positions remain vacant in healthcare facilities, with at least 13% of caregiver positions vacant in nursing homes. Moreover, more than a third of hospital practitioner positions remain unfilled in public hospitals, and a third of nursing homes lack a coordinating physician<sup>5</sup>. These shortages inevitably compromise the quality of care and support provided within institutions.

The correlation between medical and paramedical supervision and the quality of care is well-established, as is the importance of stable teams sharing a common culture of quality and patient safety. Personnel shortages also contribute to the deterioration of working conditions for remaining professionals, exacerbating the challenges of their roles. Additionally, in all sectors, staff shortages sometimes lead to bed closures, service suspensions, and activity interruptions.

---

<sup>5</sup> Secteur Social et Médico-social : Regards croisés, Enjeux et perspectives, KPMG, 2020

### ***Our answer to the trend:***

- Implement targeted recruitment and retention strategies to attract and retain qualified healthcare professionals, including nurses, caregivers, and physicians.
- Offer competitive salary packages, professional development opportunities, and supportive work environments to enhance employee satisfaction and retention.
- Implement innovative staffing models, such as flexible scheduling and telehealth options, to optimize workforce utilization and mitigate the impact of personnel shortages.

Groupe Maisons de Famille is uniquely positioned to navigate and respond to these trends, guided by our long-term strategy and commitment to quality care. Through continuous innovation, strategic expansion, and a focus on resident and employee well-being, we are committed to stepping up as a leading force in the sector, leveraging our expertise to offer high-quality care services. We are dedicated to playing a crucial role in meeting the growing demand across Europe.

## **Our key performances**

Groupe Maisons de Famille's expertise and activities are diverse, but a common factor among residents is that they are in a phase of their lives when they require care. Our understanding of their need's spans across jobs and countries. We aim to respond to a social need that will increase in the coming years, as well as to the needs of elderly people in each country we operate in.

To address the factors and trends identified above, the Group engages in diverse activities. The percentages mentioned refer to the Group's capacities (beds and places).

The four entities of the Group operate and develop various services to deliver care that meets the needs of elderly people in each country.

	Nursing homes	Day care	Ambulatory patient care	Post-acute & rehabilitation	Psychiatric care clinics, palliative care	Assisted living	Home care
France	●	●		●		●	●
Germany	●	●	●			●	●
Italy	●	●		●	●	●	●
Spain	●	●		●		●	
● Operating facilities.							
● Facilities/ activities under development (pipeline).							

## Consolidated figures

	2023	2024	Variation 2023-2024
Number of facilities	149	152	+2%
Authorized beds	15,566	15,947	+2%
Operated beds	15,155	15,606	+3%
Day care	1,397	1,428	+2%
Apartments in senior service residences	737	737	=
Outpatient services	1,091	1,183	+8%

## By country

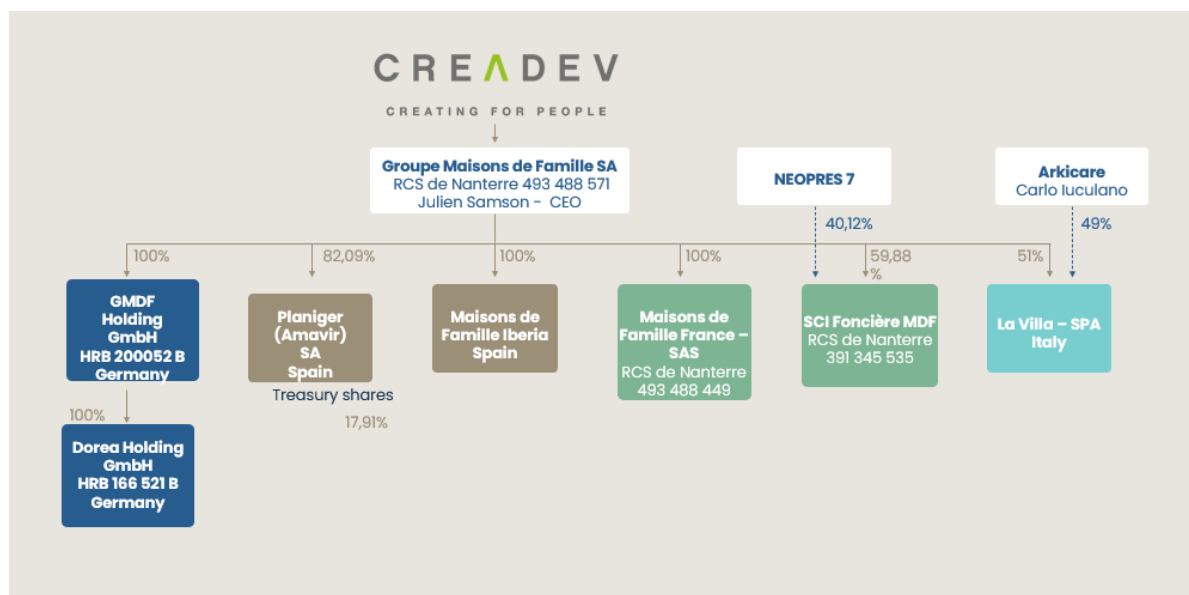
	2023				2024			
	France	Germany	Italy	Spain	France	Germany	Italy	Spain
Number of facilities*	18	43	45	43	18	43	46	45
Authorized beds	1,410	3,854	3,746	6,556	1,410	3,831	3,851	6,855
Operated beds	1,297	3,551	3,751	6,556	1,297	3,603	3,851	6,855
Day care	22	33	2	1,340	22	26	40	1,340
Apartments in senior service residences	165	525	-	-	165	572		
Outpatient services	-	1,091	-	-		1,183		
*Facilities: operational sites with at least one activity / Sites: real estate sites 152 in total (18 in France, 46 in Italy, 45 in Spain, 43 in Germany)								

## Our governance

The Group currently operates through various entities: **Maisons de Famille** (France), **La Villa** (Italy), **Amavir** (Spain) and **DOREAFAMILIE** (Germany).

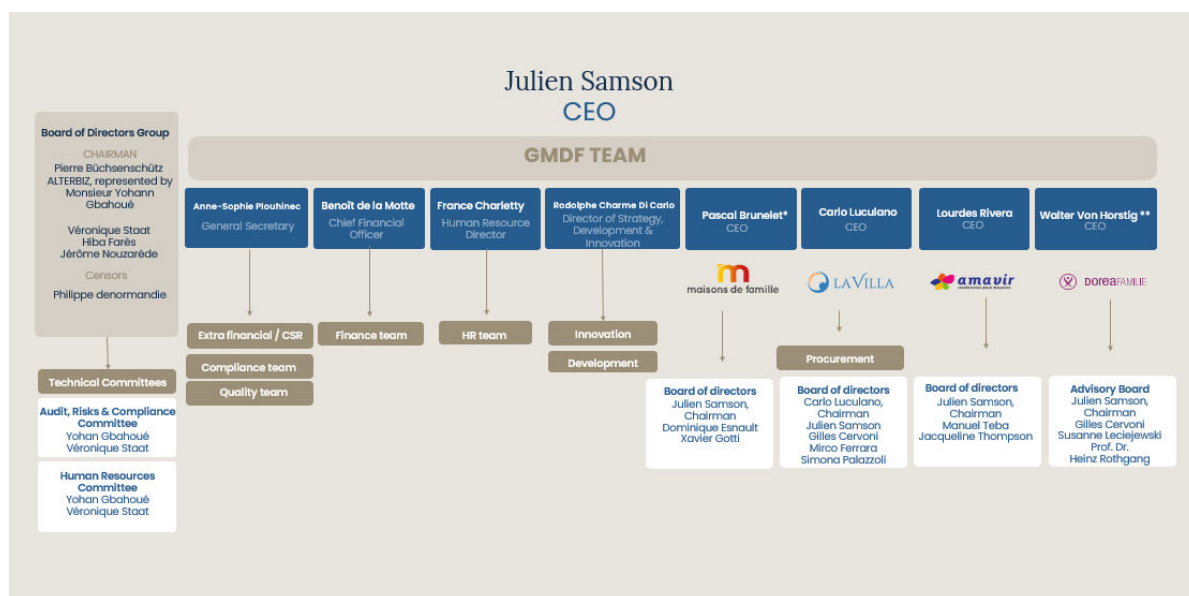
The highly qualified and experienced leadership team plays a key role in defining the vision, strategic objectives, and quality standards to guarantee the best possible service to residents and families. Each team member brings solid expertise in their respective field, whether it is operations management, sustainability, finance, human resources, compliance, business development or strategy.

Accountability, collaboration and transparent communication are at the heart of our working approach.



The Group's Board of Directors validates the company's strategic orientations and oversees their implementation. This includes appointing and supporting senior management, allocating resources in line with the company's vision and mission, ensuring the proper management of its assets, particularly real estate, and ensuring that the company has full control over its risks.

Each subsidiary has its own Board of Directors and enjoys genuine autonomy in adapting to the market in which it operates. The Group's four entities' CEOs include one woman (Amavir) and three men (Maisons de Famille, La Villa and DOREAFAMILIE).



As of 31 December 2024, the Board of Directors was composed of five members (three men and two women) and one censor (non-voting member, one man).

Group's board of Directors KPIs	2023	2024
Average seniority rate	1.6 years	2.6 years
Average age	50 years	51 years
Number of meetings	11	12
Board meeting participation rate	92%	88%
Parity	33%	33%



## 2024 in review

Groupe Maisons de Famille demonstrated its commitment to environmental, social, and governance initiatives through various impactful actions. While this list is not exhaustive, it provides a snapshot of some of the noteworthy achievements.

### Quality

- This year was dedicated to food quality, with a focus on further combining pleasure and nutrition for residents and employees.
- We also strive to increase personalization of services to residents and families.
- We worked actively to improve the safety of residents through innovation while getting rid of restraints.

### Human Resources

- This year was dedicated to the implementation of the new group-wide HR policies for employees' attractiveness and retention.
- We developed a managerial culture aligned with our values and based on competency and leadership framework.
- We launched a campaign for employee feedback and ideation to enhance their working conditions.

### Compliance

- This year was dedicated to strengthening training the teams by new training course for administrators and management on the duty of vigilance and anti-corruption, and reinforcing internal auto-evaluation
- Communication and awareness campaign for employees on the code of ethics

### Environmental

- This year was dedicated to implementing energy efficiency initiatives with the aim of both reducing energy consumption and CO2 emissions intensity.
- We sensibilized the employees with training, workshops and e-learning adapted to their job.
- We promoted circular economy through our procurement policy.

These initiatives collectively reflect Groupe Maisons de Famille's proactive approach towards enhancing residents and employees' well-being and ensuring a supportive work environment across all subsidiaries.

## Julien Samson's interview, Groupe Maisons de Famille's CEO

At Groupe Maisons de Famille, our vision is to become the most recognized company for the quality of its services to the people who place their trust in us, enabling them to live better, longer and age well. Quality is at the heart of our mission.

In 2024, our 11,000 employees welcomed 17,000 residents, patients and their families. They are committed to our mission. They are driven by **a shared commitment to kindness and excellence in their daily words and actions**. Caring is what we expect from a family's attention. Excellence is what is demanded of the expertise of medical and social professionals.

At the heart of our project is the objective of providing a personalized service and constantly striving to improve the quality of working life for our teams. It's a constant challenge. It's an obvious source of satisfaction when we succeed. It's an incentive to improve even further when we can do better.

At Groupe Maisons de Famille, we see performance as nothing other than responsible, based on both financial and non-financial aspects. Our annual declaration of non-financial performance reflects this conviction.

A few important highlights for 2024 are worth highlighting.

**Our human project**, for our employees, is taking shape. In a sector with penurious professions and the risk of Uberization, to attract and retain new talent over the long term, we are developing our employee value proposition. Our ambition is for everyone to feel fully recognized and supported throughout their career path, guided by our humanist values: People, Ethics, Positivity and Demanding. We are committed to providing an inclusive, stimulating working environment that fosters individual and collective fulfillment. To ensure that our managers are pillars of service to their teams, we deploy a leadership model aligned with our values, aimed at reinforcing relational and professional excellence. This leadership model enables everyone to express themselves fully, in a climate of trust and respect. We also offer tailor-made development paths, concrete actions to improve the quality of life at work, and recognition schemes combining bonuses, profit-sharing and non-financial incentives.

**Our external audit results** continue to improve. This is important recognition from the authorities that we are moving in the right direction to further improve service quality for our customers.

**Our quality processes** are being strengthened and clarified in all our countries. We have a common language, shared objectives and co-written projects. A common roadmap and dashboard enable us to monitor them. As with financial performance, extra-financial performance requires demanding alignment, healthy collaboration and excellence in execution. To reinforce this approach, ESG reporting is gradually being integrated into our Enterprise Performance Management system. The aim is to manage extra-financial performance with the same rigor as its financial sibling. We expect this not only to improve performance, but also to strengthen trust and transparency with all our stakeholders.

We will continue these actions in 2025. The aim is to gain further maturity in terms of extra-financial performance, by defining common environmental transition objectives in line with the Paris agreements. We need to **take care of our planet**.

We will also pursue our efforts and initiatives to meet our ambition for our employees: that everyone feels valued at every stage of their professional lives. We must **take care of those who take care of** our residents.



**Julien Samson**

Group Chief Executive Officer

My mission: to bring our vision to life. To make Groupe Maisons de Famille the most respected company for its care solutions and services, enabling every person to live a more fulfilling and inclusive life.

# **A model that creates Sustainable values**

## **Sustainability at the heart of our strategy**

Groupe Maisons de Famille has long recognized the importance of integrating sustainability into our business model. Our approach is not just about mitigating risks; it's about creating Sustainable values that benefit all our stakeholders. This approach is rooted in our commitment to environmental stewardship, social responsibility, and ethical governance.

## **Environmental Stewardship**

Our environmental initiatives are not just limited to compliance but are a strategic part of our business model. We understand that reducing our environmental footprint goes hand in hand with operational efficiency. From energy management in our facilities to Sustainable procurement practices, we are dedicated to minimizing our impact on the planet. This commitment not only helps in conserving resources but also resonates with our residents and their families who are increasingly environmentally conscious.

## **Social Responsibility**

At the heart of our model is our social responsibility. Our services are designed not just to meet the needs of our residents but to enhance their quality of life. We invest in our employees, offering them continuous training and development opportunities to ensure they can provide the best care possible. Our engagement with local communities goes beyond our facilities, as we strive to be a positive force in every area we operate. By fostering a culture of care and respect, we create a shared value system.

## **Ethical Governance**

Ethical governance is the cornerstone of our business model. We have stringent policies in place to ensure transparency, integrity, and accountability at all levels of our organization. Our governance structures are designed to ensure that we not only adhere to legal requirements but also uphold our own high ethical standards. This commitment to ethical practices ensures the trust of our stakeholders and underpins the Sustainable growth of our business.

Our model of creating Sustainable values is a dynamic and integral part of Groupe Maisons de Famille. It drives our innovation, guides our strategies, and ensures our long-term success in a world that is increasingly defined by the need for sustainability and ethical business practices.

### A robust governance of sustainability topics

Groupe Maisons de Famille upholds a robust governance framework for sustainability matters. We have chosen to fully integrate sustainability as a central element in our strategic vision and decision-making, at every level of the organization.



Groupe Maisons de Famille has established several expert committees, referred to as group functional teams (GFT), involving those in charge of the respective topics in each country. These include the Finance, Compliance, Quality, Human Resources, and the Sustainability committees.

Additionally, in 2024, two further specialized committees were operated: the Development Committee, responsible for coordinating greenfield and brownfield development projects, exploring geographical expansion prospects and innovating with new business models; and the Innovation Committee, which identifies innovative solutions to enhance operational performance and the well-being of our residents and employees, then manages their deployment in the field and measures their impact.



## Sustainable Development and Social Responsibility

The Sustainability Committee is comprising the Group's General Secretary, the Group's sustainability manager, and four sustainability referents representing each affiliate.

In 2024, Groupe Maisons de Famille reaffirmed its commitment to corporate social responsibility (CSR), with significant developments achieved through the Sustainability committee. Key actions undertaken include, notably:

- Updating the reporting protocol and the reporting handbook.
- Defining the sustainability roadmap (detailed at the end of the report).
- Implementing the sustainability roadmap in each country.
- Participating in the assessment of the Group's duty of vigilance risk map.

Throughout 2024, the Committee convened on five occasions to deliberate on these matters. Looking ahead to 2025, Groupe Maisons de Famille remains dedicated to advancing sustainable initiatives and managing associated risks through continued implementation efforts.

## Materiality Analysis

### Methodology

Groupe Maisons de Famille conducted a materiality analysis process at the end of 2020 that consisted in the following steps:

- **Identification of material issues** that was based on:
  - a benchmark of CSR matrices of relevant companies in the sector.
  - an analysis of the market situation and applicable regulations.
  - an analysis of the evolution of the requirements and criteria considered in the most relevant sustainability standards such as SASB, GRI and other reference frameworks such as the Global Compact or the Sustainable Development Goals.

As a result of this phase, the Group identified 22 issues, which were then grouped into five categories: economics, governance, social, environmental and community.





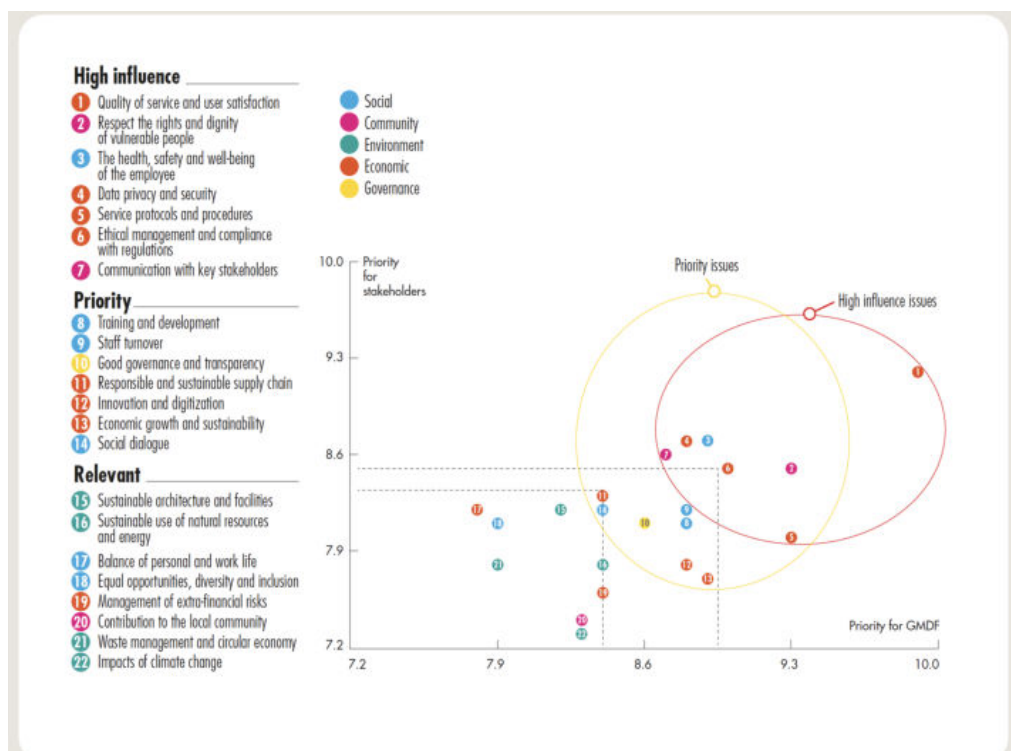
- **Consultation of internal and external stakeholders.** Each country distributed a questionnaire to its key stakeholders, listing the important issues identified in the previous phase and asking them to rank these issues by their level of importance.



- **Prioritization of important issues.** By analyzing the responses from stakeholders and management, the Group identified the most important issues and ranked them from highest to lowest priority.
- **Development of the Group's materiality matrix.** This matrix categorizes the issues based on their relevance for Groupe Maisons de Famille and its stakeholders. The Sustainability Committee then validated the results.

## Materiality Matrix

As part of its corporate social responsibility, the Group utilizes a materiality matrix to pinpoint and address its main challenges. The issues highlighted in this matrix are opportunities for the Group to fulfil its stakeholders' expectations. The materiality matrix includes both the mapping and the chart below.



The chart below shows the list of ESG topics based on their relevance to Groupe Maisons de Famille and its stakeholders.

In 2021, the Group revised the materiality questions to enhance stakeholder engagement and identify potential new ESG issues.

Additionally, the Group asked its stakeholders which of the 17 Sustainable Development Goals (SDGs) should be prioritized in relation to the Group's business. In 2024, the material issues identified in the previous years remain relevant.

Consequently, the Group will endeavor to establish the necessary indicators to adequately address any new emerging ESG challenges.

The importance of CSR issues		
High influence	<ul style="list-style-type: none"> <li>• Service quality and resident satisfaction</li> <li>• Respect for the rights and dignity of vulnerable people</li> <li>• Health, safety &amp; well-being of employees</li> <li>• Data privacy and security</li> </ul>	<ul style="list-style-type: none"> <li>• Quality protocols and process</li> <li>• Ethical management and compliance with regulations</li> <li>• Communication with key stakeholders</li> </ul>
Priority	<ul style="list-style-type: none"> <li>• Employee training and development</li> <li>• Staff turnover</li> <li>• Good governance and transparency</li> <li>• Responsible and sustainable supply chain</li> <li>• Innovation and digitisation</li> </ul>	<ul style="list-style-type: none"> <li>• Economic and sustainable growth</li> <li>• Labour-management relations</li> </ul>
Relevant	<ul style="list-style-type: none"> <li>• Sustainable architecture and facilities</li> <li>• Sustainable use of natural resources and energy</li> <li>• Work-life balance</li> <li>• Equal opportunities, diversity and inclusion</li> </ul>	<ul style="list-style-type: none"> <li>• Non-financial risk management</li> <li>• Contribution to the local community</li> <li>• Waste management and circular economy</li> <li>• Impacts of climate change</li> </ul>

Below, you will find the most relevant Sustainable Development Goals (SDGs) for the Group, along with our main contributions and challenges:

#### SDG 3: Good Health and Well-being

- **Contribution:** Providing high-quality care and services to improve the well-being of our residents.
- **Challenges:** Ensuring consistent health standards across all facilities.

#### SDG 8: Decent Work and Economic Growth

- **Contribution:** Creating job opportunities and fostering a supportive work environment.
- **Challenges:** Maintaining employee satisfaction and addressing labor market fluctuations.

#### SDG 12: Responsible Consumption and Production

- **Contribution:** Implementing sustainable practices in our operations.
- **Challenges:** Reducing waste and managing resource consumption efficiently.

#### SDG 13: Climate Action

- **Contribution:** Reducing our carbon footprint through energy-efficient initiatives.
- **Challenges:** Adapting to climate-related risks and promoting environmental awareness.

These goals guide our efforts to meet stakeholder expectations and address emerging ESG challenges.



## Non-financial risk management

Groupe Maisons de Famille developed a methodology to identify and assess the main non-financial risks of its operations to meet its sustainability commitments.

The Sustainable Committee was responsible for identifying non-financial risks, assessing a risk map, and assigning a level of priority to each risk.

To consolidate its non-financial risk map, the Group undertook the following actions:

- **Risk Identification and Classification.** The Group identified the risks based on the list of 22 sustainability issues obtained in the first phase of the materiality analysis <sup>(6)</sup>. Each issue was analyzed and classified according to the type of non-financial risk that could affect the Group (strategic, operational, compliance, etc.).
- **Risk Consolidation and Prioritization.** For each country, the probability of occurrence and the impact of each risk on their activities were assessed. The resulting assessment (probability x impact) for each country was consolidated to obtain an overall risk map. According to the established methodology, the Group classified risks as high, medium or low.
- **Risk Management.** The Group defined a set of quantitative indicators to measure performance and monitor non-financial risks on a case-by-case basis. Indicators associated with high-risk classifications were specifically defined.

The following table shows the 12 non-financial risks classified as high risk from the process described above. These risks were validated by the HR and Sustainability Committee.

In 2025, the Group will update its Sustainable risks mapping, considering the external and internal context and the materiality results, and will present it to the Group HR and Sustainability Committees and to the Group board.

---

<sup>6</sup>() See the “Materiality Analysis” section.

Main ESG risks		Key performance indicators
<b>Ethical management and regulatory compliance</b>	Sanctions arising from compliance risks.	<ul style="list-style-type: none"> <li>Number of alerts received through the whistleblowing mechanism</li> </ul>
<b>Quality of service and resident satisfaction</b>	Risk related to poor quality of care, complaints against medical equipment or facilities, negligence or malpractice of employees, etc.	<ul style="list-style-type: none"> <li>Resident satisfaction rate</li> </ul>
<b>Health, safety and well-being of staff</b>	Risk related to illness, absenteeism, as well as the use of obsolete medical equipment and the lack of resources adapted to the activities carried out.	<ul style="list-style-type: none"> <li>Absenteeism rate</li> <li>Frequency rate of accidents at work and occupational diseases</li> <li>Severity rate of accidents at work and occupational diseases</li> </ul>
<b>Training and development</b>	Risk related to lack of training which would imply poor quality and poor care service for residents.	<ul style="list-style-type: none"> <li>Average number of training hours per staff member over the year</li> <li>Rate of trained staff</li> </ul>
<b>Staff turnover</b>	Difficulties in attracting, hiring and retaining staff, especially for medical jobs, risks of staff shortages, especially for nurses/caregivers, inadequate hiring, lack of resources, absenteeism, demotivated staff, and deterioration of the working atmosphere.	<ul style="list-style-type: none"> <li>Turnover rate</li> </ul>
<b>Data privacy and security</b>	<p>Violation of the GDPR.</p> <p>Risks related to the loss of the company, residents' data and medical information.</p> <p>Risks related to system failures, availability of IT services and computer attacks.</p> <p>Economic penalties resulting from the protection and loss of data or data confidentiality.</p>	<ul style="list-style-type: none"> <li>Number of complaints sent to the DPO</li> <li>Number of responses from the DPO</li> <li>Percentage of employees trained in the GDPR</li> </ul>
		<ul style="list-style-type: none"> <li>Number of data breaches</li> </ul>
		<ul style="list-style-type: none"> <li>Number of data management requests</li> </ul>

<b>Communication with key stakeholders</b>	Risk of damage to the Group's image, failure to meet stakeholder expectations, lack of communication by the Group, risk of dissemination of fake news and facts, distortion of information, etc. The sensitivity of public opinion may evolve more rapidly than the Group's capacity to react, particularly on sensitive and complex issues.	<ul style="list-style-type: none"> <li>• Number of new negative and positive articles generated in the media</li> </ul>
<b>Sustainable use of natural resources and energy</b>	Risk of not monitoring energy and water consumption and not identifying problems (such as high consumption, leaks, etc.) that have a negative impact on the environment.	<ul style="list-style-type: none"> <li>• Energy intensity per used bed</li> <li>• Water intensity per used bed</li> </ul>
<b>Waste management and circular economy</b>	Penalties for non-compliance with waste management regulations.	<ul style="list-style-type: none"> <li>• Tons of infectious medical waste</li> </ul>
<b>Impact of climate change</b>	Risk related to changing regulations on emissions and climate change.	<ul style="list-style-type: none"> <li>• CO<sub>2</sub> emissions from energy consumption</li> </ul>

## Caring for our residents



### Quality first!

Our guiding principle is "Quality first!" when it comes to our residents. We understand the profound trust placed in our workforce by their relatives and families, and we are committed to delivering exceptional care to their loved ones. Every day, we strive to ensure that residents live as actively and independently as possible, with personalized care that respects their dignity, individuality, and unique needs.

Recognizing that quality is an ongoing endeavor, we rely on the expertise of our quality and Human Resources professionals across each country. Established in 2022, the Quality and Human Resources Committee has now been divided into two specialized committees dedicated to strengthening our quality strategy, assessing and updating our quality and human resources risk map annually, and defining strategy and common actions for implementation.

In line with this commitment, in 2024, we reinforced our Quality of care and services policy, which sets forth our dedication to ensuring that residents receive care of the highest quality that aligns with their individual needs and preferences in a safe and respectful manner. Our Quality policy, comprising four pillars, emphasizes our commitment to:

- Shared core values and local adaptations, reflecting our dedication to excellence across all affiliates while respecting local regulations and customs.
- Person-centered care, ensuring that residents' autonomy, well-being, and personal goals are prioritized and respected.
- Evidence-based practices, which guide our approach to delivering high-quality care through established standards and continuous improvement initiatives.
- A high quality and level of expertise, driven by the professionalism, commitment, and human qualities of our dedicated teams.

Additionally, our Quality Model encompasses localized care planning, feedback mechanisms, quarterly quality reports, quality audits and reviews, and ongoing training and professional development for our staff.



Moving forward, **Groupe Maisons de Famille** remains dedicated to the regular review and enhancement of our Quality Policy and strategy, guided by feedback from residents, families, and staff, to ensure its ongoing relevance and effectiveness.

Each country in our group upholds its own quality policy, ensuring compliance with national laws, regulations, and high standards by adopting best practices. This commitment to excellence is maintained through continuous improvement initiatives in a safe environment, led by dedicated and qualified teams in each country who are responsible for designing, implementing, monitoring, and enhancing their quality systems.

Recognizing that quality care requires sufficient staffing, we are proud to invest in our human resources. Going forward, Groupe Maisons de Famille will continue to prioritize maintaining optimal staffing levels and showcase the quality of our services through key performance indicators focused on quality outcomes.

In 2022, each affiliate of Groupe Maisons de Famille worked together to establish common quality-based Key Performance Indicators (KPIs) to monitor and evaluate service quality and user satisfaction, promoting continuous improvements across the group. In 2024, the initiative was further strengthened by updating the risk map and incorporating new KPIs into the quality and human resources dashboard, a crucial quality management tool specifically designed for our organization.

For **Groupe Maisons de Famille**, the quality and human resources dashboard is the cornerstone of our "Quality first!" commitment to our residents and serves as an essential management tool for our organization:

- Resident-centric insights: Our dashboard provides regular insights into key quality indicators, such as resident satisfaction levels, health and services outcomes, and adherence to care plans. This ensures our services remain aligned with our residents' evolving needs and preferences, fostering a culture of continuous improvement in care delivery.
- Adequate staffing: By integrating human resources metrics into the dashboard, we can closely monitor staffing levels, turnover rates, and employee satisfaction scores. This enables us to proactively address any staffing challenges, ensuring that our workforce has the support and resources needed to consistently deliver high-quality care.

- Performance transparency: Our dashboard promotes transparency and accountability by providing all stakeholders, including management and staff, with access to relevant performance data. Most of the KPIs in the quality dashboard undergo rigorous internal and external audits, ensuring the accuracy and reliability of the information presented. This fosters trust and confidence in our organization.
- Strategic decision-making: Equipped with comprehensive data and actionable insights, our leadership team can make informed decisions to drive strategic initiatives and resource allocations. Whether it's investing in staff training programs, upgrading facility infrastructure, or implementing new care protocols, the dashboard guides our decision-making process to ensure maximum impact on resident care and satisfaction.

Key Quality KPIs	2023				2024			
	France	Italy	Spain	Germany	France	Italy	Spain	Germany
Rate of personal care plan for the residents**	82%	*NA	100%	57.3%**	88.5%	100%***	100%	97.7%
Rate of residents having fallen over the period	68.5%	*NA	46.3%	*NA	53.6%	1.4%***	46.2%	39.3%
Rate of adverse events	2.1%	11%	0.2%	*NA	2.5%	17.3%***	0.2%	2.8%
Rate of undernutrition	51.1%	*NA	18.7%	*NA	25.1%	12%	17.6%	13.8%
Rate of restraints	14.0%	*NA	1.3%	*NA	11.7%	8.1%	0.6%	2%
Rate of hospitalization	35.9%	4.2%	35.9%	*NA	30.5%	11.6%***	37.8%	33.6%
Rate of pressure sores	4.5%	7.8%	17.8%	*NA	1.5%	2.2%***	14.6%	17.5%
Rate of pain assessment	102.5%	9%	NA	96.2%	91%	NA*	NA	NA
<p>Scope 2023: 86% of total workforce for Rate of personal care plan for the resident (Italy is not included); 67% of total workforce for Rate of adverse events/ hospitalization and pressure sores (Germany is not included); 57% of total workforce for Rate of pain assessment (Spain is not included); 53% of total workforce for remaining KPIs (Italy and Germany are not included)</p> <p>* Most Quality KPI are tracked and available. The reason the data is not included here is that it could not be audited without visits to the homes.</p> <p>**The percentage below 100% is explained by the exclusion from the calculation of the data of residents who stayed for a shorter period than the legally allowed time frame for creating a personal care plan (one week)</p> <p>***The figures only cover the December 2024 period.</p> <p>Scope 2024: 10% of total workforce for Rate of pain assessment (Spain, Germany, and Italy are not included), 100% for the remaining KPIs</p>								

**Maisons de Famille** is firmly committed to a high-quality policy, focused on ensuring satisfaction of residents and their families. Under the guidance of General management, **Maisons de Famille's** policy is applied across all the company's homes, with the goal of continually enhancing the services provided to residents.

To honor these commitments, **Maisons de Famille** allocates all necessary human and material resources. The quality policy of **Maisons de Famille** is built on three fundamental pillars:

- Listening to residents and families: Understanding the needs and preferences of residents and their families is essential for ongoing improvement in service delivery.
- Ensuring implementation and monitoring of commitments: **Maisons de Famille** is dedicated to upholding commitments in line with best professional practices and the specific needs of residents and their families.
- Regular evaluation of standards implementation: Regular evaluations of quality standards are conducted through various mechanisms such as surveys, assessments, and audits, to ensure continuous improvement and adherence to quality benchmarks.

**Maisons de Famille** has embraced digitalization to ensure robust traceability in implementing standards. By utilizing the BlueKanGo tool, an extensive quality management system, **Maisons de Famille** manages various quality aspects:

- Quality and personalized care: Standardized processes and procedures are managed through BlueKanGo, ensuring consistency and personalized care for residents following harmonized standards.
- Measurement and improvement: Internal audits, surprise visits, and self-monitoring activities are organized to continuously measure performance and drive improvement initiatives.

At each **Maisons de Famille** facility, the director oversees the implementation of quality standards, supported by a dedicated quality referent, typically an assistant director or assistant manager.

**Maisons de Famille** operates under a robust quality management system that emphasizes continual assessment of residents and family's needs and expectations. The company diligently adheres to evaluations conducted by competent bodies authorized by the Haute Autorité de la Santé (HAS). In compliance with French regulations, certified external evaluators, accredited by COFRAC (French accreditation body), assess Maisons de Famille every five years.

Internally, the quality system undergoes regular evaluations at the group headquarter level, with standard audits and assessments focusing on care quality and resident rights. Following audits, action plans are developed and implemented at the facility level to address any identified areas for improvement. Since 2022, **Maisons de Famille** has been monitoring a Quality and Human Resources dashboard, incorporating indicators related to human resources, activities, care, and risk management. This dashboard is reviewed monthly and quarterly to ensure ongoing monitoring and performance assessment.

In 2024, **Maisons de Famille** reconducted an audit campaign across all its residences, ensuring thorough assessments of care and accommodation standards. Monthly quality “good practice” groups are convened to share insights and best practices among residences.

The 2024 results show improvements in all our nursing homes and these good results were confirmed by external audits. Five external audits were conducted in 2024 by HAS averaging a score of 3,81/4 without any non-conformities. Excluding the home acquired within the last 12 months, the score is 3.97/4. This could be compared to the average rating, ie 3/4, observed in the last report from HAS (2023 annual report, last available).

Regular mystery visits were conducted to evaluate operational processes and identify areas for enhancement. Improvement actions were taken depending on each nursing home to ensure processes are followed by teams, further increasing the level of quality.

In 2024, a bi-monthly meeting was set up with all retirement home directors to share best practices in the profession, manage the homes, improve quality, implement joint projects and stay updated on the group's news.

**La Villa** implements a Quality Management System that provides a transparent and methodical approach, focused on the well-structured organization of guest assistance processes. **La Villa**'s quality system implemented at group level is based on the ISO 9001:2015 standards.

The company maintained this certification from 2001 to 2020. However, since 2021, **La Villa** opted to discontinue the use of this certification and instead adopted a quality management system more tailored to its activities and the care sector's requirements. The organization of the quality system is divided into two levels: the headquarters and management oversee organizational activities (Human resources, procurements, legal and general matters, etc.), while the nursing home level handles operational aspects, divided geographically by location (Lombardy, Tuscany, Abruzzo, etc...).

**La Villa** quality system is structured according to the following documents:

- 14 Policies: specify the decisions of the management and the philosophy of the group (image of nursing homes, car management, reimbursements for the employees...);
- 19 Procedures: main processes divided according to the affected organizing areas.
- 295 Protocols: for specific situations and processes to do a specific task (different for each house according to the requests of the Public Administration).
- Modules: documents to be fulfilled according to the procedures and protocols for specific activities.
- Internal documents: documents produced under control and subject to approval; that are shared with everyone in the ERP System with date and number of revision (i.e. safety documents, Service Letter, personnel regulation etc.).

A demonstration of **La Villa**'s dedication to quality is evident in the measures taken to deliver effective solutions to the most challenging pathological situations. Additionally, La Villa supports the National Health Service by offering substantial assistance, although it does not seek to replace it.

In 2024, **La Villa** focused on a clinical risk reduction strategy on two critical events: restraint and falls.

- To reduce restraints, the company worked in coordination with doctors to improve feedback on the internal software and training the medical team on the importance of transmissions to reduce the number of restraint prescriptions through better human support. Work was also undertaken to improve restraint through the design of equipment such as beds and chairs.
- In terms of fall risks, **La Villa** tested in 2024 a preventive fall detection system using AI allowing caregivers to be alerted in advance.

**Amavir** operates on a person-centered management model, emphasizing continuous improvement to maintain exceptional quality standards for residents and their families. With over two decades of experience in the sector, the company's unwavering commitment to quality has led to the broadest service portfolio in the industry. This extensive range of services is designed to meet both the current and future needs of the elderly, ensuring comprehensive and individualized care.

Using a process-based approach and protocols for continuous enhancement, **Amavir** employs the SAP application across all its nursing homes. Regular review and updates of processes and protocols ensure ongoing refinement and adaptation as needed.

**Amavir** conducts annual internal and external audits to safeguard service quality and assess adherence to group objectives. Additionally, the company complies with evaluations mandated by competent regulatory authorities.

Furthermore, **Amavir's** residences are certified according to ISO 9001:2015 (Quality Management Systems) and UNE 158101:2015 standards (Services for the promotion of personal autonomy. Management of residential nursing homes with day nursing homes or integrated night nursing homes. Requirements). These certifications underscore the company's dedication to excellence in care service provision.



During 2024, the training process for the centers continued, with the aim of improving the identification and knowledge of company risks, according to the requirements of ISO 9001 and ISO 14001 standards. This initiative led to the identification of new risks that could potentially impact both individual facilities and the broader Amavir Group. Additionally, visits to the centers have increased, both in person and remotely, to provide greater coverage and monitor the continuity of the integrated management system in each center.

At **Amavir**, the "*Guided by You*" care model is being progressively implemented across facilities. The model focuses on empowering elderly residents to make decisions about their daily lives, ensuring that our work aligns with their preferences and needs, to make our home theirs. "*Guided by you*" encourages residents to continue engaging in activities that are meaningful to them, what keeps their dreams alive, treating them as the central figures in their care and support. Residences are organized to prioritize their well-being, focusing on the individual rather than the structure.

This program, based on the principles of individuality, intimacy, and empowerment, began with a pilot test in five nursing homes in early 2021. The findings from this test were shared with the rest of the nursing homes, led by **Amavir's** Operations Department, to gather new ideas and initiatives. The model was gradually implemented in all residences starting in 2022.

To solidify concepts and implement the model in individual projects for each center, specific training was provided in the second quarter of 2023. Each nursing home was encouraged to develop its own project on the "Guided by You" Model, with the goal of launching at least one project per center by the end of the year. In 2024, 80% of the centers submitted at least one project. The remaining percentage corresponds to new openings and centers with staff turnover, which has made project development more challenging.

All residents at **Amavir** have personalized individualized care plans, established upon admission and regularly reviewed in consultation with their families. These plans ensure that each resident receives care tailored to their unique situation, needs, and preferences. This includes adapting to the residence environment, managing treatments, dietary requirements, rehabilitation exercises, psychological support, cognitive stimulation activities, and leisure pursuits. By prioritizing individualized care, **Amavir** aims to preserve and enhance residents' overall health, promote their autonomy, and mitigate the progression of deterioration.

Moreover, all care is provided in comfortable centers specifically designed to become the new home for elderly individuals. Special attention is given to creating a warm, welcoming, and homelike environment.

The centers are structured into living units, where residents with similar health conditions live together. In practice, these units function as small residences, allowing for individualized monitoring by the care team. Each unit has its own dining room and living area, further enhancing the sense of home. Priority is given to individual rooms, which can be decorated according to the residents' preferences.

There are also specialized units for individuals with Alzheimer's disease, behavioral disorders, and other severe dementias.

The residences are equipped with the most modern infrastructure and facilities, all designed to be free of architectural barriers. Most of them are conveniently located with easy access to public transportation.

As **Amavir** ensures personalized care plans for each resident to uphold their well-being, **DOREAFAMILIE** similarly emphasizes the significance of quality through its comprehensive policy framework, which focuses on resident-centered care and operational excellence.



The quality policy at **DOREAFAMILIE** was revised in 2022 to cover various aspects of operations, including nursing management, care provision, facility operations, quality management, catering, and housekeeping. All policies are grounded in both national regulations and the company's core values "family-oriented", "joyful", and "substantiated". This policy highlights **DOREAFAMILIE**'s commitment to providing high-quality care and services.

Since 2016, **DOREAFAMILIE** has maintained a dedicated Quality Assurance Department. Initially concentrating on nursing processes, this department expanded its focus in 2021 to include non-nursing processes. It oversees the definition and documentation of all quality management processes within the organization, ensuring compliance with national legal requirements for stationary care operations.

The continuous enhancement of **DOREAFAMILIE**'s quality management system is evident with the adoption of the Medifox software in 2022. This significant step has streamlined employee workflows, allowing staff to focus on delivering high-quality care. Extensive training sessions conducted in 2022 and 2023 have facilitated the integration of this system and promoted ongoing staff development.

In 2024, a comprehensive review and update of the quality management handbook was undertaken. Every procedure was updated to align with the latest industry standards. Processes that were previously undefined were integrated and standardized across all nursing homes. This standardization ensures continuous monitoring and improvement of quality.

All support and business functions contributed to the creation of the handbook. For example, care procedures were described by nurses and validated among peers. Once written, the procedures were refined by the quality department to formalize and classify them and make them easy to understand for all teams.

The update process was gradual, with new releases every quarter. Each update was communicated to all facilities, which had to confirm that the new procedures were properly considered.

Additionally, tablets were deployed in various establishments to make the documentation mobile and encourage its adoption by the teams.

Internal and external audits are essential elements of **DOREAFAMILIE**'s quality assurance framework. Annual internal audits, complemented by external audits from national authorities, including the Medical Service of the Health Insurance Funds (MD), the Home Inspectorate, and the Health Department, contribute to a robust action plan for continuous improvement. These audits ensure compliance with regulatory standards and best practices.

In 2024, there was a significant change in the internal audit system with strengthened internal requirements in the homes. This change led to an overall decrease in the internal audit scores of the homes, primarily due to the addition of audited procedures and more thorough verification of all indicators. Additionally, facility management and catering were newly included in the audit procedures in 2024. This stringent internal control ensures better results during external audits and considers additional control points.

An internal benchmarking tool was implemented to compare the compliance and performance of the establishments. This tool allows for the sharing of best practices from top-performing establishments and sets objectives that reflect the actual conditions of each establishment in areas where they have room for improvement.

**DOREAFAMILIE**'s quality system and processes undergo both internal and external audits. Internal audits are conducted annually at each facility. If a facility has been audited by an external administration (MD authority) in the meantime, the internal audit is postponed by six months. A standardized audit tool is used for the internal audit, and the quality management department evaluates this tool annually to make any necessary adjustments. Following the internal audits, the quality department provides audited guidelines and action plans for continuous improvement to the facilities. If a facility does not achieve a satisfying score during the internal audits, **DOREAFAMILIE** conducts another follow-up-audit after six months, focusing on the items with insufficient results.

National authorities, such as the Medical Service of the Health Insurance Funds (MD), the Home Inspectorate, and the Health Department, perform annual audits of **DOREAFAMILIE**'s facilities. If a facility received a good result in the last inspection, the authorities may visit every two years. There is a distinction between regular audits and ad hoc audits. Regular audits are conducted annually, while ad hoc audits typically occur after a complaint has been made. Inspections can be either announced or unannounced.

Announced audits are regular inspections by the MD or by the health authority. Unannounced audits are occasion-related inspections by the home supervisory authority. After the audits, the facility receives a report detailing the contents of the inspection and the deficiencies found. The facility incorporates these deviations in the action plan and implements corrective measures. An internal tool is used to track quality standards across facilities.

In 2024, an improvement management process was created that combines traditional complaints management, nursing risk management and satisfaction surveys and expands these to include new aspects such as ideas and conflict management. Implementation of the process started in 2024 and is scheduled for completion in 2025. This proactive approach reflects the organization's commitment to continually improving the well-being and safety of our residents. Additionally, a quality manual guides risk assessment and management, alongside rigorous monitoring of residents' health risks through the CIRS (quality report on risk management) system.

Although **DOREAFAMILIE** is not currently certified, it upholds a robust quality management system. This system differentiates between central processes that apply to all employees and specific processes tailored to distinct areas such as nursing. Quality control measures, including internal audits, process audits, nursing rounds, and evaluations like complaint management and risk management, are systematically employed to identify and address areas for improvement, ensuring the highest standards of care provision.

In 2024, a fall detection project was initiated by **DOREAFAMILIE** and will be tested in four homes in 2025. This AI-based technology aims to prevent falls by measuring imbalances related to residents' posture from the moment they are diagnosed upon entering the facility.

The four companies of Groupe Maisons de Famille prioritize food security as a critical factor for the well-being of residents, particularly considering the vulnerability of elderly individuals. Poor quality catering services can pose significant risks, including foodborne illnesses, malnutrition, choking, and allergic reactions. To mitigate these risks, all affiliates work with regularly audited suppliers who obtain relevant certificates and ensure that catering employees undergo proper training. Additionally, robust procedures are in place to promptly report any epidemic or hygiene-related incidents to supervisory authorities, with frequent inspections to maintain sanitary conditions in the kitchens. Residents' swallowing abilities are assessed by medical specialists, and any identified risks are meticulously documented in their files for ongoing monitoring. Employees receive specialized training to ensure they can adequately assist residents with varying needs, including those related to feeding and swallowing difficulties.

In 2024, **DOREAFAMILIE** and **La Villa** worked together to reduce the risk of malnutrition. The quality teams conducted a thorough review of scientific literature and provided a knowledge base and toolkit to all group nursing homes to raise awareness and train staff on malnutrition and solutions for residents' swallowing difficulties.

Tools to stimulate the five senses and appetite were tested in several volunteer establishments, and the feedback was shared across the group, allowing for the gradual generalization of the initiative.

To prevent malnutrition due to swallowing problems, the Guss test was generalized during the assessment after the first month in the home. Additionally, the "Strained Food Project" aims to ensure that non-solid food remains appetizing for residents who can no longer eat solid food.

In 2024, **DOREAFAMILIE** made a profound change to the catering offer by systematically introducing a vegetarian alternative to all meals. To encourage the consumption of meat-free meals, the vegetarian option is always presented first on the menu because studies show that people tend to prefer the first choice presented when in doubt.

Finally, **DOREAFAMILIE** implemented a food quality evaluation system in six homes, which will be generalized in 2025.

## Resident Satisfaction

Residents are the central focus of Groupe Maisons de Famille. Consequently, the Group and its affiliates engage with residents and their families through various communication channels to provide the best possible care and support. The satisfaction of residents and their loved ones is of utmost importance to us. To continuously improve the quality of care and services, we prioritize listening to residents' needs, evaluating our commitments, and fostering transparent interaction. In line with this commitment, the quality committee have conducted two surveys, one for families and one for residents, with additional questions tailored to national specificities. Conducted annually, the survey results are closely monitored through the quality dashboard. Based on these results, each home designs a local plan to continue to improve further and address the challenges identified through the survey.

Resident/Family satisfaction (2024)	France	Italy	Spain	Germany
<b>Residents/Guests</b>				
Participation rate of residents	100%	3.9%	85.4%**	18.8%
Resident/ guest recommendation (NPS)	40	30	57	46.6
Resident satisfaction	8.2	7.2	8.4	8.1
<b>Families</b>				
Participation rate of families	47%	*NA	37.1%	18.2%
Family recommendation (NPS)	27	*NA	24	27.6
Family satisfaction	7.9	*NA	7.6	7.4
*For Italy there is only one survey for residents and families				
**At Amavir the participation rate is based on the number of residents who are cognitively capable of participating based on a standardized test.				

Resident/Family satisfaction (2023)	Italy	Spain	Germany
<b>Residents/Guests</b>			
Participation rate of residents	10.8%	81.3%**	12.2%
Resident/ guest recommendation (NPS)	22.7	31	28.6
Resident satisfaction	7.7	8.1	7.9
<b>Families</b>			
Participation rate of families	*NA	42.1%	15.4%
Family recommendation (NPS)	*NA	6	4.3
Family satisfaction	*NA	7.4	7
*For Italy there is only one survey for residents and families			
**At Amavir the participation rate is based on the number of residents who are cognitively capable of participating based on a standardized test.			

Understanding residents' opinions about the quality of the services they offer is a clear commitment of Amavir to quality. For this reason, **Amavir** conducts annual satisfaction surveys, following the established protocol.

In 2024, **Amavir** distributed the survey to nursing homes, residents and their relatives, and users of day centers and their families. Participation rates were 82% for residents and 37% for relatives, compared with 81% and 42% in 2023. For day centers, 82% of users and 18% of relatives participated. Overall, there was an increase in satisfaction levels among users and family members, which was also reflected in a significant rise in the NPS.

In addition to satisfaction surveys, the residences have User Councils or Participation Councils that meet periodically with the management teams to assess satisfaction and propose improvement actions.

In 2024, Amavir also launched a new program called "Amavir in family: spaces for sharing knowledge", to bring families closer to the care process. The main objective of this project is to integrate families into the care process and encourage their active participation through workshops and discussion sessions. In 2024, a total of 123 talks were organized.

**Maisons de Famille** employs a diverse approach to satisfaction surveys, tailored to different stages of a resident's stay. Within the first month of admission, a systematic survey is conducted to gauge the satisfaction of residents and their families during the critical integration period. Additionally, surveys are administered at the conclusion of temporary stays to gather feedback on the overall experience.

Moreover, a regular satisfaction barometer is launched to assess the satisfaction levels of all residents capable of providing feedback and their families. This comprehensive survey strategy enables **Maisons de Famille** to continuously monitor and improve its services based on valuable input from residents and their loved ones.

From 2023, Maisons de Famille adopted the WeDoxa system to conduct its family and resident satisfaction surveys. In 2024, Maisons de Famille extended the use of WeDoxa across all its surveys.

The average satisfaction score for families and residents for 2024 remains stable on 8/10 based on the annual satisfaction survey.

**La Villa** measures residents' and families' satisfaction through various surveys. Annually, each nursing home conducts a satisfaction survey, while psychiatric units conduct two

surveys per year. The preliminary questionnaire, available on the company's website, focuses on the different services provided by the nursing homes. In some regions, such as Lombardy, families are surveyed every three months. According to the established procedure, residents and their families access the Google Moduli platform to complete the questionnaire. **La Villa** then analyzes the data and sends the results to each facility. The heads of the nursing homes are required to organize a meeting with residents and family members within three months to discuss the results and the initiatives to address the identified issues.

In 2024, **DOREAFAMILIE** worked on improving the participation and satisfaction rates of its residents. In 2023, there were numerous complaints from residents who were not able to complete the online questionnaires on their own. This year, **DOREAFAMILIE** made paper questionnaires available to allow residents who could not complete the questionnaire online or who needed an employee to do so to respond to the survey independently.

This initiative helped improve the participation rate and the overall appreciation of the company. The revised survey schedule also helped because the campaign for residents was staggered with the one for employees. Employees had time to take ownership of the process and be able to better support residents explaining the process and helping them complete the questionnaire if necessary.

In 2024 the participation rate was 18.80% for residents (vs 12.2% in 2023) and 18.2% for families (vs 15.4% in 2023). The overall satisfaction level reported was 8,14 for residents and 7,41 for families.

The findings from the satisfaction surveys are crucial for Groupe Maisons de Famille, its affiliates, and each facility, as they provide valuable insights into the experiences and perceptions of residents and their families. These surveys serve as an essential tool in our ongoing commitment to enhancing the quality of care and services we provide.

Upon receiving the survey results, the management team at each of our facilities meticulously analyzes the data to identify areas for improvement. Working collaboratively with the entire staff, they develop action plans to address any concerns or issues raised by residents and their families. Concrete action plans are implemented in each nursing home to effectively address the feedback received.

These efforts not only demonstrate our dedication to meeting the needs and expectations of our residents and their families but also foster trust and confidence in our organization. By

actively listening to their feedback and taking tangible steps to address any identified issues, we strengthen our relationship with residents and their families, enhancing their overall experience and satisfaction. This open and responsive approach lays the foundation for continued cooperation and mutual support.

From feedback received through satisfaction surveys to the management of complaints, we view both as opportunities for improvement and growth.

## Attention to Complaints and Suggestions

We are committed to upholding our guiding principle of "quality first." Residents and their families are encouraged to express their expectations, concerns, desires, and suggestions, as their feedback is a crucial driver for maintaining humility and fostering continuous improvements in our services.

Across our facilities, feedback and complaints are collected through various channels, such as suggestion boxes, email, post, telephone calls, and suggestion forms. Each country within our group has established protocols to promptly respond to and address complaints and suggestions from residents and their families.

Complaints	2024			
	France	Italy	Spain	Germany
Number of complaints (residents and families)	89	6	283	414
Rate of complaints per resident	5%	0.1%	3%	6.2%
Scope 2024: 100%.				

Complaints*	2023			
	France	Italy	Spain	Germany
Number of complaints (residents and families)	81	0	287	NA
Rate of complaints per resident	5.6%	0%	2.9%	NA
* Scope: 67% of total workforce for Complaints (no data available for Germany). Data are tracked and available. The reason the data is not included here is that it could not be audited without visits to the homes				



To encourage and facilitate the reporting of incidents and complaints, **Maisons de Famille** has implemented an incentive policy supported by our risk management software, BlueKanGo. This platform enables systematic tracking and classification of complaints, allowing us to effectively identify and address areas for improvement. Additionally, nursing home directors hold weekly meetings to monitor the progress of incident resolution, ensuring timely closure and ongoing improvement in our services.

**La Villa** has implemented software that allows people to report and write their claims. Each claim is sent to the nursing home manager for analysis. Currently, each nursing home offers a computer station for both families and residents to use. They can open a ticket, which is transmitted to the house director who then responds to it. The quality manager uses centralized software to monitor these tickets.

In 2024, La Villa deployed a network of dedicated computers within the homes so that each employee, resident, or family can access the complaint software as a guest. Each complaint is classified into one of three categories: Maintenance, Send to headquarters, For the director.

The challenge for 2025 is to improve the accessibility of this tool to people who may suffer from a digital divide as well as in areas with limited internet coverage.

**Amavir** operates a User Support Service (SAU, Servicio de Atención al Usuario), equipped with a dedicated protocol for handling greetings, suggestions, and complaints from residents and their family members. In 2024, Amavir received 283 complaints, 50 suggestions and 863 acknowledgements.

Complementing the SAU, the residences also establish Resident Councils and/or Participation Councils, convening regularly with center directors and their teams. These councils serve as forums for assessing resident and family member satisfaction with provided services and for proposing improvement initiatives.

**DOREAFAMILIE's** complaint management procedures are detailed in the organization's quality manual. Each facility is responsible for handling complaints, with care home management accountable for providing appropriate responses. Initially managed at the nursing home level, complaints are subsequently escalated to **DOREAFAMILIE's** quality management team for further review. This team diligently addresses all received complaints and ensures the adequacy of responses provided. In cases of particularly significant complaints, such as those involving mobbing or injuries, escalation may occur to the regional

director and, ultimately, to **DOREAFAMILIE**'s COO if deemed necessary due to inadequate responses.

Given the importance of meal enjoyment in residents' daily lives, regular feedback sessions are held where residents can meet with the head chef of each nursing home to voice complaints, suggestions, and wishes specifically related to the meals served.

Improving complaint and suggestion management became a priority following the 2022 and 2023 satisfaction surveys, with implementation starting in 2023.

In 2024, the process for logging complaints was updated from paper format to the MediFox management software. This transition required significant training for the caregiving staff. At the end of 2024, QR codes were deployed to provide residents and employees with quick options for giving feedback and lodging complaints.

As we move forward, grounded in our core values of people, ethics, positivity, and exigency, we remain committed to upholding the highest standards of care and service excellence. Through the continual refinement of our quality management systems and proactive measures to address feedback, we ensure that residents receive the highest levels of support and comfort. Looking ahead, we see opportunities to explore new initiatives and innovations, such as integrating advanced technology in care delivery, implementing specialized training programs for our staff, and expanding resident engagement activities. By embracing these opportunities and staying responsive to the evolving needs of our residents and their families, we continue our journey of excellence in quality care.



## Commitment to our employees



**Our team** of dedicated professionals, numbering 11 879, plays an **essential role** in delivering qualitative care and services to our residents. Our staff bring a wealth of expertise and years of experience to their roles, contributing to our “**culture of excellence**” and “**Quality first**” value proposition.

The Group, through its brands established in France, Italy, Spain, and Germany, is facing a growing shortage of healthcare workers. Therefore, our priorities are to enhance the attractiveness of our professions, maintain a strong and continuous focus on quality of work life, invest sustainably in skills development and career pathways, and uphold a constant commitment to recognizing and valuing our employees. Those priorities require a strong commitment to deliver a strong HR promise.

**Our Group’s commitment** is to make everyone **feel valued along their professional journey**, guided by our humanist values “People, Ethics, Positivity, and Exigency”. We are committed to providing to our talent a nurturing and inclusive work environment, to fostering opportunities for growth, implementing a style of leadership which empowers people to give their best with trust and respect and ensuring their well-being.

The Human Resources policy designed in December 2023 reflects our promise and is centered on three pillars:

### Attracting & welcoming sustainably

We strive to attract diverse and talented individuals who align with our core values. New employees are welcomed through a comprehensive integration program, reflecting our dedication to their successful onboarding and integration into our culture

### Developing a leadership style based on humanist values

Our managers prioritize empathy, listening, and benevolence in their interactions with their teams. They are committed to fostering employee development, autonomy, and a high quality of life at work, ultimately contributing to exceptional care and services for our clients.

### Being a place of fulfillment for everyone

Care management and Innovation for employee’s well-being are a priority, driven by active listening and investment in new solutions. We promote a learning environment that recognizes and develops everyone’s potential through regular feedback and opportunities for growth.

## Attracting and welcoming sustainably

**Groupe Maisons de Famille's** activities create and maintain many jobs in the four countries in which they are carried out. At the end of 2024, the Group had 11 879 employees compared to 11 117 in the previous year, spread between Spain (41,03%), Germany (36,62%), Italy (16,52%) and France (9,74%). Due to the nature of the Group's activity, most of the workforce belongs to the category of nursing staff. As it is common within the sector, women represent the majority of the workforce.

Our company's workforce profile demonstrates a dedication to stability and diversity, with 87,24% of our team on permanent contracts and 83% representation of women in 2024.

Group's workforce key- indicators	2023	2024	Variation
<b>Percentage of employees with a permanent contract</b>	<b>90%</b>	<b>87%</b>	<b>-3 pts</b>
<b>Percentage of part-time employees</b>	<b>49%</b>	<b>48%</b>	<b>-1 pt</b>
<b>Percentage of women</b>	<b>83%</b>	<b>83%</b>	<b>=</b>
Headcount at end of period (31/12) – Total headcount	11,117	11,879	6%
Headquarter	309	317	3%
Facilities	10,808	11,562	7%
Number of permanent employees	9,969	10,363	4%
Headquarter	299	300	=
Facilities	9,670	10,063	4%
Number of non-permanent employees	1,148	1,516	24%
Headquarter	10	17	41%
Facilities	1,138	1,499	24%
Number of full-time employees	5,720	6,189	8%
Headquarter	268	291	8%
Facilities	5,452	5,898	8%
Number of part-time employees	5,397	5,690	5%
Headquarter	41	26	-58%
Facilities	5,356	5,664	5%
Under 26 years old	901	993	9%
26 to 35 years old	2,137	2,216	4%
36 to 45 years old	2,514	2,553	2%
46 to 49 years old	1,311	1,411	7%
50 to 54 years old	1,428	1,543	7%
55 to 60 years old	1,682	1,825	8%
61 to 65 years old	954	1,090	12%
Over 66 years old	190	242	21%
Number of men in the total workforce	1,885	2,011	6%
Number of women in the total workforce	9,232	9,869	6%
Scope: 100%.			

We acknowledge the ongoing challenges of attractiveness and turnover within our sector. To address these challenges, we have developed specific action plans and tools in each country aimed at securing recruitment in areas experiencing shortages. These initiatives are essential for ensuring the continuity and quality of care services provided to residents.

In 2024, we welcomed 3,000 new hires while recording 2,488 departures. We recognize that the care sector inherently experiences a high turnover rate. Nevertheless, we remain committed to continually improving our recruitment, retention, and overall employee satisfaction efforts to ensure the highest level of care for our residents, creating a singular employee value proposition.

Permanent contracts	2023					2024				
	France	Italy	Spain	Germany	Total**	France	Italy	Spain	Germany	Total
Employer-initiated turnover (permanent)	21%	4%	9%	20%	15%	15%	11%	10%	24%	18%
Employee-initiated turnover (permanent)	28%	24%	15%	29%	22%	20%	17%	15%	30%	24%
<i>Scope 2023: 100% of total workforce for turnover</i> <i>**Total consolidation is only calculated for France, Spain and Germany. Although La Villa monitors its turnover, the data is not included because a different calculation methodology is used.</i>										

In 2024, the Group focused on optimizing sourcing strategies, improving the candidate and recruiter experience, and strengthening the onboarding program to ensure sustainable experiences within the organization. All brands reassessed their ways of working to provide the best possible services to internal teams. The main objectives were to reduce recruitment time, explore new talent sources, and enhance the welcoming program for talented and recommended employees. Acknowledging that the first steps in a new company are crucial, the Group reviewed its integration processes to ensure an effective and lasting welcome to reduce the turnover and reinforce the stability of the teams.

To accelerate and optimize recruitment, **MAISONS DE FAMILLE FRANCE** implemented a new digital tool and redesigned its careers website to better reflect its employer value proposition and strengthen its connection with strategic job boards. 100% of internal users trained on the software, with a 91% satisfaction rate.

Review of the role of managers in the recruitment process, and the creation of an interview guide.

Launch of an "Integration Morning" for new Head Office employees and a quarterly "Company Integration Morning" via video conference for management teams.

**LA VILLA** focused on key areas to enhance attractiveness and recruitment:

Strengthened collaboration with area managers to identify needs and plan partnerships with universities and nursing schools.

Participation in job fairs and collaboration with public job agencies, leading to the integration of 65 new hires.

Improved collaboration with home managers through a revised job profile structure.

Ongoing discussions regarding the adoption of an ATS in 2025 to further streamline recruitment processes.

**AMAVIR** has also developed and implemented a new job portal in 2024 on its website, accessible via [empleo.amavir.es](https://empleo.amavir.es) and based on a ATS platform. This tool improves job offer visibility, streamlines application processing, and decentralizes recruitment, allowing each center to manage its own selection processes. along with the careers page. During 2024, Amavir sent a survey to some people who left the company voluntarily to understand the reasons for their departure to foster the employee value proposition.

**DOREAFAMILIE** implemented an innovative and diversified approach to improve recruitment and employee integration:

- Expansion of corporate networks and social media and meta campaigns to boost job offer visibility
- Enhanced candidate and recruiter experience through active sourcing and AI-based
- Participation in events such as talent fairs, tattoo conventions, open days, and cinema advertisements.
- "Employees Recruit Employees" program with referral bonuses.
- ✓ 200 apprentices and interns welcomed in 2024.
- ✓ Deployment of an ATS by the end of the year to standardize the application process across all facilities.
- ✓ Focus on international recruitment, with a target of hiring qualified nurses from Croatia, Morocco, India, Turkey, and Brazil.
- ✓ Introduction of a welcome bonus for new employees and a retention bonus for apprentices

These initiatives strengthen the Group's attractiveness and its ability to sustainably integrate new talent into an optimized and welcoming work environment

% of departures within the new hires - permanent contracts	Permanent contracts				
	France	Italy	Spain	Germany	Total
2023	31%	1%	49%	11%	27%
2024	31%	20%	37%	34%	32%
Scope 2023-2024: 100%					

## Developing leadership based on humanist values

In 2024, the company prioritized leadership development by designing the Group Leadership Capability Framework. The objective is to ensure sustainable talent management, fostering individual and collective engagement and performance. We have decided first to focus on Home Directors' development since they represent the essential role of our organization.

### Our Leadership Values in Action:

Aligned with the Group's values, the company has identified two key leadership postures essential to achieving our value proposition "Quality First": relational and professional excellence. Twelve core competencies have been defined as fundamental and will be integrated into HR processes for recruitment, assessment, and development.

- **Positivity & People Values:** Driven by relational excellence, our managers foster strong relationships with their teams, customers, and partners (e.g., authorities, suppliers). They prioritize quality, employee development, teamwork, diversity, and collaboration to enhance care and service for residents.
- **Ethics & Exigency Values:** Grounded in professional excellence, our managers consistently achieve high standards and balanced financial and extra-financial performance. They maintain a continuous improvement mindset, ensuring quality remains at the core of our operations.

### In Summary, Our Leadership Capability Framework:

- Establishes a shared performance language across the company.
- Defines benchmarks for leadership performance at all levels gradually.
- Provides a structured approach for recruitment, performance assessment, and skill development.
- Creates clear career pathways by providing transparency about company expectations.
- Facilitates talent mobility and smoother transitions for promotions or major role changes.
- Serves as a foundation for performance discussions throughout the organization.

### Implementation and Future Adoption:

To tailor this framework to local cultures and brand identities, two workshops were conducted in 2024. The first allowed alignment within the Group management team and the second, as a pilot, was carried out in France with Home Directors. Each country will adopt the model in 2025 depending on their priorities and the way they want to integrate in the HR processes.

With this structured approach, GMDF is building a leadership culture that supports long-term success while ensuring our core values are embedded in everyday management practices.

In 2024, the company put in place the first Global Talent review for our leaders. This new process aims to identify personal development plans and succession plans of the key positions.

## Being a place of fulfilment for everyone

Ensuring the retention of talented people and fostering confidence and long-term fulfilment of employees is a priority. This commitment stems from our understanding that a stable workforce is integral to maintaining a consistent quality of care and services for residents and the individual and collective performance of the team.

A set of activities makes our ambition alive:

- Improving the quality of life at work
- Listening to people and act
- Developing and recognizing people
- Equality, Diversity and Inclusion
- Labor-management relations

### Improving the quality of life at work

**1. Stable workforce and monitoring seniority** is integral to maintaining a consistent quality of care and services for residents and the collective performance of the team.

- We prioritize permanent hiring over temporary arrangements (short-term contracts, leasing, etc.), reserving the latter for addressing short-term staffing needs such as sick leave, holidays, and maternity leave.

- By focusing on seniority, we demonstrate our commitment to understanding and nurturing our employees' growth and tenure. This initiative is a strategic move towards bolstering our workforce planning and aligning our talent management with the overarching goals of our organization.



Monitoring the seniority of our workforce is essential, as it provides insights into the stability and accumulated expertise within our team.

**2. Effective schedule management** is of utmost importance within **Groupe Maisons de Famille**, as our residents rely on receiving the highest quality of service around the clock. In each country where we operate, the human resources department oversees the planning and organization of working hours in compliance with applicable laws. This entails implementing various types of schedules tailored to accommodate the diverse needs of our residents while ensuring continuous care. Therefore, staffing arrangements may include split shifts, part-time or full-time positions, as well as coverage during mornings, evenings, nights and week-ends at our nursing homes.

**3. Caring is part of our core-competency.** In a spirit of symmetry of attention, we offer preventive measures and support to ensure the health and safety of our employees. This commitment is especially crucial for the staff working in nursing homes, who are often exposed to risks associated with physical activity. To mitigate the occurrence of occupational illnesses and accidents, as well as to reduce sick leave and absenteeism, each entity prioritizes the provision of optimal and safe working conditions for its employees. This involves investing in appropriate training and equipment tailored to the tasks and activities, thereby minimizing the risks of injury and trauma.

Furthermore, they develop their own internal policies, procedures, and protocols to effectively manage health and safety concerns. This approach allows every company to identify its primary occupational hazards and implement corresponding preventive measures.

Key activities undertaken by the different countries include:

- Ensuring compliance with regulations and guidelines from national health agencies and developing protocols, procedures, and instructions to address identified risks.
- Conducting regular assessments and updates on health and safety risks.
- Procuring personal protective equipment to enhance workplace safety.
- Offering psychological support to help employees cope with physical and emotional stress and fatigue.
- Monitoring infections and vaccinations to safeguard employee health.
- Providing consistent communication regarding the situation in nursing homes and the implemented measures.

**4. Innovation as an enabler for a better quality of life at work:** One of Groupe Maisons de Famille's greatest assets is all of its talents, thus providing them with a high quality of life at work is essential. In 2023, the company launched different pilots thanks to the innovation committee that focuses first on working conditions.

#### **AMAVIR: Key Health, Safety, and Work-Life Balance Initiatives in 2024**

- Amavir prioritized proximity to its nursing homes, conducting on-site visits, safety inspections, participation in Health and Safety Committees, and emergency drills. A key focus was updating Self-Protection Plans and training personnel in emergency response, including collaborations with fire departments in Catalonia and Lanzarote.
- The company maintained its Psychosocial Risk Assessment campaign to evaluate employee well-being and continued its efforts on musculoskeletal disorders, ergonomic assessments, and a pilot physical exercise program. Special attention was given to employees with specific needs to ensure proper task adjustments.
- Amavir operates a Joint Prevention Service and an Annual Training Plan on occupational risks, mainly for new hires. In addition to standard work-life balance measures, the company promotes flexible work arrangements, gender co-responsibility in caregiving, and remote work for headquarter employees.

**LA VILLA** negotiated a new collective agreement that has extended private health insurance coverage to all employees (400 people). In addition to standard holiday leave, employees benefit from 57 hours of paid complementary leave.

To improve working conditions, **Caring Eye**, an innovative remote monitoring technology, has been implemented to track residents' physical and health conditions day and night, ensuring timely interventions. This reduces employee stress while maximizing resident safety.

Administrative processes have been streamlined with AI-powered tools, enabling operations and HQ teams to optimize procedures. A full deployment is planned for 2025

#### **MAISONS DE FAMILLE FRANCE:**

Teams have the opportunity to work two additional 10-hour shifts per month, paid as overtime, to increase their income and enhance workforce stability in resident care.

Less administrative work with **MyOvertime**: Implementation of a leave request application for all permanent employees

**Hublo**: A platform accessible to both employees and temporary workers, providing information on temporary job opportunities and supporting staff continuity in our homes. In the last quarter, the leadership team decided to launch a collaborative project called **SENS**, which aims to reenchant everyday life in the home. The first step was for the teams to write the rules for life in homes. based on the group's values.

**DOREAFAMILIE** strengthens Corporate Health Management & Empower Health Ambassadors.

"As part of our commitment to employee well-being, we have expanded our corporate health management (BGM) by introducing Health Ambassadors in each nursing home. These ambassadors, one per facility, act as local drivers of health initiatives while being supported by a central HR resource. They receive dedicated training to promote workplace health, encourage preventive measures, and foster a culture of well-being among staff.

In parallel, we are transforming traditional workflows through PeBeM, a new approach that restructures care delivery with specialized "care tours" for tasks such as medication management and wound care. This change requires strong employee engagement, and we are actively supporting staff through communication and training. Two pilot homes are currently implementing this model, paving the way for a broader rollout"

## Focus on Innovative Solutions to Enhance Employee Well-being and Efficiency:

- Reducing stress and mental load for night staff through advanced fall detection and nurse call-in systems, including connected mattresses (France), sensors (Spain), and AI-powered visual tools (Italy & France).
- Boosting efficiency in administrative tasks to allow employees to focus on meaningful interactions with residents, such as automated vital sign data collection (France) and digital signature & archiving for contracts (Spain).
- Providing salary flexibility to ease financial stress, including early salary access via an integrated SaaS platform and tax-free salary transformation options (Spain).
- Minimizing accident risks with staff augmentation technologies, such as exoskeletons for nurses and maintenance teams (France), room rails (France & Spain), and lifting support devices for falls (France).
- Optimizing shift planning with AI-driven systems to align schedules with staff constraints, as implemented in Germany with Medifox.
- Reducing workload through robotic automation, including night-time cleaning robots to support housekeeping teams (Germany & Spain).
- These initiatives reflect our ongoing commitment to improving working conditions and ensuring a more supportive and efficient environment for our teams.

Seniority in permanent contracts		2024			
		France	Italy*	Spain	Germany
<b>Managers</b>	<1 year	2.0%	NA	0.2%	0.1%
	1-3 years	1.1%	NA	0.2%	0.7%
	3 -5 years	1.1%	NA	0.2%	0.2%
	>5 years	3.9%	NA	1.0%	0.6%
<b>Employees</b>	<1 year	20.1%	21,9%	13.1%	24.5%
	1-3 years	22.0%	23,8%	24.3%	27.1%
	3 -5 years	9.9%	9,5%	10.8%	14.7%
	>5 years	39.9%	44,8%	50.3%	32.1%
<b>Seniority</b>	Average number of years of seniority	6,61	5,75	8,30	4,53
*La Villa: No distinction between managers and employees					

Seniority in permanent contracts		2023		
		France	Spain	Germany
<b>Managers</b>	<1 year	2.4%	0.3%	0.4%
	1-3 years	0.7%	0.4%	0.7%
	3 -5 years	2.0%	0.2%	0.4%
	>5 years	3.4%	1.4%	0.5%
<b>Employees</b>	<1 year	19.8%	17.4%	24.6%
	1-3 years	37.5%	22.5%	27.0%
	3 -5 years	21.0%	8.4%	15.6%
	>5 years	13.4%	49.5%	30.9%
*Data for La Villa is not available				

## Frequency and severity rates of occupational accidents or diseases

	2023	2024	Change
Frequency rate of occupational accidents or diseases	29.5	32.23	+9.25%
Severity rate of occupational accidents or diseases	0.8	1.12	+40%
Scope 2023: 100%			
Scope 2024: 100%			

2024	France	Italy	Spain	Germany	Total
Frequency rate of occupational accidents or diseases	70.14	24.41	38.27	10.57	32.23
Severity rate of occupational accidents or diseases	4.48	0.76	0.98	0.14	1.12
Scope 2024: 100%					

2023	France	Italy	Spain	Germany	Total
Frequency rate of occupational accidents or diseases	72.91	30.35	30.96	8.91	29.5
Severity rate of occupational accidents or diseases	3.01	0.95	0.7	0.11	0.8
Scope 2023: 100%					

## Absenteeism rates due to illness and occupational accidents

2024	France	Italy	Spain	Germany	Total
Rate of absenteeism due to illness (%)	7.1%	5.3%*	11.2%	8.6%	8.9%
Rate of absenteeism due to occupational accidents (%)	3.1%	0.4%*	0.7%	0.1%	0.7%
Scope 2024: 100%					
* For Italy, non-permanent contracts included					

2023	France	Italy	Spain	Germany	Total
Rate of absenteeism due to illness (%)	7.1%	NA	9.1%	NA	7.9%
Rate of absenteeism due to occupational accidents (%)	2.9%	0.4%	1.0%	0.05%	0.8%
Scope 2023: 53% of total workforce for Rate of absenteeism due to illness (Italy and Germany are not included)					
100% Rate of absenteeism due to occupational accidents					

## Listening to people and acting

At the heart of our commitment to continuous improvement is an active listening approach. We believe that our teams are key players in driving change, and that their feedback is essential in shaping our practices. To ensure a responsive and evolving working environment, we rely on two key dynamics: annual surveys to assess long-term trends and ad hoc listening campaigns to address immediate concerns. By valuing and acting on employee opinions, we continually refine our working practices to foster a more supportive, efficient and attractive workplace.

- **Maisons de Famille France** launched and deployed a new solution, with the partnership of Agorize, to listen the teams and let them take the opportunity to propose solutions which could help them make their job easier; to suggest new ways of working or to reinforce the resident experience.



### "J'ai une idée"

64 entries - 5 winners on subjects linked to working conditions: setting up a gourmet bar, twinning with establishments in other Group countries, disconnection of managers to be able to be more in the field, team-building actions, competition for the lowest energy consumers, etc.

- **La Villa** launched a new initiative: "Un To di Ascolto" – HR representatives are available once a week to address employees' questions on any topic, with 200 employees already benefiting from this support. Additionally, the CEO and Deputy CEO hold weekly open sessions to engage directly with employees.
- Ensuring employee satisfaction is a top priority for Groupe Maisons de Famille and its affiliates. Just as resident and family surveys help improve care quality, employee feedback plays a crucial role in shaping workplace conditions. The 2024 edition of the annual employee survey was launched in October, with a focus on key metrics like the Employee Net Promoter Score (E-NPS). Committed to continuous improvement, we actively analyze these insights to enhance the employee experience and promote a culture of growth and development. Challenging the status quo every day drives us to refine our practices and create a better work environment.  
The results of the satisfaction survey 2024 show a country-by-country improvement in the participation rate, except for Italy. **The consolidated e-NPS** has strongly increased compared to 2023 (-0,4) and now stands at **11,8**.

Illustrations of the strengths and areas for improvement used to build coherent actions plans at home level:

#### **AMAVIR:**

Strengths included the work environment, teamwork, and support from immediate supervisors, while key areas for improvement identified were work-life balance, salary, and career growth opportunities

Beyond surveys, Amavir fosters employee engagement through regular meetings with Works Councils, where employee representatives collaborate with management to address concerns and share feedback. Additionally, important company updates are communicated through internal announcements, newsletters, and a bi-monthly company newspaper to keep employees informed and involved.

#### **MAISONS DE FAMILLE FRANCE:**

##### **Successes:**

Stable management team combined with strong managerial presence and solid financial & quality performance

Sense of belonging and purpose

Positive colleague relationships

Engagement in a unifying and successful project

##### **Areas for Improvement:**

Management team stability

Internal communication within nursing homes

Fostering respect and team spirit

These insights will help shape targeted initiatives to enhance employee experience and strengthen organizational culture.

#### **LA VILLA: Survey Results & Improvement Opportunities:**

Boost participation through a more structured and targeted communication campaign.

Enhance employee well-being services.

Strengthen training and onboarding programs.

Improve overall work-life balance.

Analyse open-ended survey responses using qualitative methods to identify key themes and employee concerns.

#### **DOREAFAMILIE**

##### **Successes**

Managers fair when judging performance

Managers' expectations align with abilities

Manager supports independence

##### **Areas for improvement:**

IT improvements

Info on training opportunities

Cooperation between teams

## Developing and recognizing people

At our Group, learning and development remain a strategic priority, essential for fostering continuous growth and equipping our workforce with the skills needed to excel. We focus on enhancing the knowledge and capabilities of our employees across all facilities to ensure they deliver outstanding resident care and effectively address evolving sector challenges. Our commitment extends to nurturing a robust feedback culture through structured annual and flash interviews, giving every team member a platform to express their needs. Moreover, we recently launched the second edition of our Team Awards to celebrate and recognize the most innovative initiatives.

At country level, management policies and tools are developed according to local priorities.

	2023	2024	Variation
Average number of training hours per employee over the year	8.54 <sup>(2)</sup>	10.11 <sup>(3)</sup>	18%
Rate of employees trained (%)	70.5% <sup>(2)</sup>	85.44% <sup>(3)</sup>	15%
<i>(1) Scope: 91% of total workforce (Maisons de Famille not included). Although Maisons de Famille monitors its training, the data is not included since the data is not 100% reliable.</i>			
<i>(2) Scope: 86% of total workforce (no data available for Italy).</i>			
<i>(3) Scope 2024: 100%.</i>			

### AMAVIR SCHOOL:

#### Learning and Development Program Overview:

In 2024, training actions were included in the program, categorized into three key areas:

**Compulsory Training:** Required by law, especially in occupational risk prevention (7 actions in 2024).

**Technical Training:** Enhances technical skills and knowledge for specific functions (30 actions in 2024, e.g., multisensory stimulation, suicide prevention).

**Development of Skills:** Focuses on non-technical skills such as stress management and communication (8 actions in 2024).

The training management is streamlined through the SAP module, integrated with employees' personal records, allowing automatic generation of qualifications and diplomas.

#### New Initiatives in 2024:

Thematic Webinars led by industry experts, open to all employees.

"Mejor que tú nadie" Project: Identifying employees to share their expertise and join the teaching team.

Short, self-paced training modules available via the company's intranet.

**Amavir Succession Plan:** after the success of the first cohort to prepare future leaders. The next session will take place in 2025.

#### Employee Performance and Recognition:

In 2024, Amavir introduced performance evaluations for employees with variable pay, encouraging closer engagement with team members. The Internal Promotion Program for Housekeeping and Auxiliary Coordination was also launched to identify and develop potential future coordinators or managers.

Additionally, Amavir introduced the **Amavir Awards in 2024**, recognizing excellence in various areas of center management. These awards will be granted annually to promote best practices across the organization.

#### Collaboration with Educational Institutions:

Amavir partners with universities, vocational training centers, and other institutions to offer student internships at its residences, complementing their theoretical training with practical experience.



### MAISONS DE FAMILLE FRANCE:

In 2024, MDFF implemented various training programs across its facilities to enhance the skills and expertise of its employees. The training covered a wide range of areas, ensuring that staff members are well-equipped to provide high-quality care and service.

#### Key training initiatives included for care and hospitality employees:

End-of-Life Care Training  
Animation Project Design for Activity Leaders  
Fall Prevention for Psychomotor Therapists and Occupational Therapists  
Contenance Maintenance and Disorder Prevention for Care Teams  
Commercial Training for Directors and Family Relations Managers  
Culinary Team Training  
Fighting Food Waste  
Mastering Cooking Techniques & Achieving Perfect Presentation  
Food Hygiene - "HACCP for All" & Food Hygiene - "HACCP for Kitchen Staff"

**These training initiatives reflect MDFF's commitment to the continuous professional development of its employees, ensuring quality care and operational excellence.**

#### Employee Development:

**Support for Diploma Certification:** Employees were assisted in obtaining diplomas through various pathways, including VAE (Validation of Acquired Experience), Reverse VAE, ProA, and Professional Transition Projects, facilitating career advancement.

**"Happy Trainees" Certification:** Achieved for the third consecutive year, recognizing our strong support for apprentices.

**Equip'Age Seminar:** Organized for the second year to **recognize and unite AS and ASH teams** (one duo per home).

#### Employee Involvement in Key Projects:

- *"J'ai une idée"*: Employees voted for winning innovation projects.
- *"Projet Sens"*: Developed shared values and workplace guidelines.

### DOREAFAMILIE:

At DOREA, employee development remains a central focus, with a range of training initiatives launched in 2024 to enhance both professional and personal growth. These programs are designed to build leadership skills, improve communication, and foster a positive work environment across all levels of the organization.

#### Key initiatives included:

**Head Nurse Training Courses:** Offered to living area managers and other managers to enhance their leadership capabilities within care settings.

#### New Training Courses:

- Conflict Management for Managers: Equipping managers with essential tools for addressing and resolving conflicts effectively.
- Change Management as part of PeBeM: Aimed at helping managers manage transitions smoothly within the organization.

**Culture and Values Workshops:** A total of 12 workshops conducted with 3 more planned, focusing on embedding the organization's values and fostering a positive corporate culture.

**Communication Workshops:** Tailored to employees working in individual care homes, enhancing communication skills for better team collaboration and resident interaction.

**Collaboration with Service Providers:** Training focused on working with external service providers to ensure nursing specialist aptitude examinations are effectively conducted.

**Workshops on Apprenticeships in Stationary Care:** Addressing the role of employees working with apprentices and ensuring a high standard of mentorship in residential care settings.

**Mentoring Programs for Trainees:** Including international trainees, these programs support the development of the next generation of professionals within the organization.

**Expansion and Extension of E-Learning:** Continued development of e-learning resources, ensuring accessible and flexible learning opportunities for all staff members.

#### Development of a sustainable pool of junior staff

Dorea introduced the **DOREA Awards in 2024**, recognizing excellence in various areas of center management. These awards will be granted annually to promote best practices across the organization.

**Employee recognition:** We Increased the minimum wages of employees. The legal minimum in Germany is €12.82/h and has been set at €13.59 at in 2024.



#### LA VILLA:

**Learning and development** are based on On-Demand Learning Offer: in 2024, Tailored training sessions were based on real-life professional situations, covering topics such as supporting residents during end-of-life care, assisting with meals for those with swallowing difficulties, and fall prevention strategies.

#### **Strong Commitment to Internal Promotion at La Villa**

La Villa actively fosters career growth through structured internal promotion programs. A dedicated learning program enables 20-25 social operators to become qualified social operators, supporting their professional development.

Leadership progression is also a key focus:

- 4 out of 5 assistant area manager positions were filled by home directors.
- **3 team members** at **HQ** were promoted internally.
- **3 assistant home directors** stepped up to become **home directors**.
- **1 receptionist** advanced to the role of **assistant home director**.

This strong commitment to internal growth highlights La Villa's investment in its employees and their career development.

La Villa introduced the **LA VILLA Awards in 2024**, recognizing excellence in various areas of center management. These awards will be granted annually to promote best practices across the organization and share at the Group level.

## Equality, Diversity and Inclusion

We view promoting equality, diversity and inclusion as not only a moral obligation but also a strategic leeway for driving performance, fostering innovation, and enabling sustainable development. As outlined in our Ethics guide, we are dedicated to being an inclusive and non-discriminatory employer, actively facilitating the professional integration of individuals facing barriers to employment and those from under-represented social and ethnic groups. By prominently communicating our Ethics guide on each of our websites, we ensure that our suppliers, customers, and business partners are fully aware of our diversity and inclusion policy and commitment.

At the core of our approach is the recognition of the unique talents and perspectives of each employee, which we believe are fundamental to our collective success. Our commitments in this regard are articulated around two key priorities: promoting gender diversity and professional equality between men and women and fostering the integration of disabled individuals into our workforce.

Our dedication to equality, diversity, and inclusion is driven by three overarching objectives:

- Social responsibility: as a responsible employer, we recognize our duty to reflect the diversity of the communities in which we operate. Embracing diversity not only enriches our organizational culture but also strengthens our ability to serve our diverse clientele effectively.
- Employer attractiveness: we take pride in our differences and foster a positive mindset within our company. By embracing diversity and inclusion, we enhance our employer brand and attract top talent who share our values of respect, fairness, and equality.
- Operational performance: Inclusion and social cohesion are integral to fostering a healthy work environment and promoting employee engagement. By creating a workplace where all employees feel valued, respected, and supported, we enhance productivity, creativity, and overall organizational performance.

- **Equality**

#### Number and percentage of women in management positions

Women in management	2024					
	France	Italy	Spain	Germany	Group	Total
Number of women in Board of Director	1	1	1	1	2	6
Percentage of women in Board of Director	33%	20%	33%	20%	33%	27%
Number of women in CEO position	0	0	1	0	0	1
Percentage of women in CEO position	0%	0%	100%	0%	0%	20%
Number of women in executive committee	3	4	4	4*	2	17
Percentage of women in executive committee	50%	50%	44%	31%*	40%	41%
Number of women directors of nursing homes	50	92	39	27	N/A	209
Percentage of women directors of nursing homes	74%	81%	87%	64%	N/A	77%
*DOREAFAMILIE's executive committee is now a different entity from what it was in 2023.						

Women in management	2023					
	France	Italy	Spain	Germany	Group	Total
Number of women in Board of Director	1	2	1	0	2	4
Percentage of women in Board of Director	33%	33%	25%	0%	33	26%
Number of women in CEO position	0	0	1	0	0	1
Percentage of women in CEO position	0%	0%	100%	0%	0%	25%
Number of women in executive committee	3	4	4	2	2	15
Percentage of women in executive committee	50%	50%	44%	20%	40%	41%*
Number of women directors of nursing homes	11	41	37	28	N/A	117
Percentage of women directors of nursing homes	65%	93%	82%	65%	N/A	78%

In line with our commitment to inclusion, one of the key focuses is to increase the representation of women in management positions across all countries where we operate.

Furthermore, subsidiaries have country-specific initiatives including the development of internal policies, regulations, and mechanisms, or adherence to national regulations governing diversity, equality, and inclusion. These efforts ensure that our commitment to diversity and inclusion is translated into tangible actions that positively impact our employees and the communities we serve.

## Diversity and inclusion

In our 2024 ESG roadmap, one of our ambitions at Groupe Maisons de Famille was to enhance the inclusion of individuals with disabilities within our workforce.

Currently, individuals with disabilities represent 3% of our total workforce. Legislation mandates in France, Italy, Germany and Spain require the employment of a specific number of individuals with disabilities. Given the nature of our activities, all our facilities are designed to be accessible to individuals with disabilities.

	2023	2024	Variation
<b>Percentage of employees considered to have a disability</b>	<b>2.7%</b>	<b>2,7%</b>	<b>0%</b>
Number of employees considered to have a disability	297	317	7%
Scope: 100%.			

2024	France	Italy	Spain	Germany
<b>Percentage of employees considered to have a disability</b>	<b>4,67%</b>	<b>1,78%</b>	<b>2,07%</b>	<b>3,28%</b>
Number of employees considered to have a disability	54	35	101	127
Scope: 100%				

2023	France	Italy	Spain	Germany
<b>Percentage of employees considered to have a disability</b>	<b>3.10%</b>	<b>1.53%</b>	<b>2.01%</b>	<b>3.88%</b>
Number of employees considered to have a disability	36	24	95	142
Scope: 100%				

**MAISONS DE FAMILLE FRANCE** has partnered with Nouvelles Voies to assist employees in obtaining recognition of their status as workers with disabilities (RQTH). The company also conducts awareness campaigns and training sessions for employees and managers, regularly updating the Economic and Social Committee (CSE) on these initiatives.

To further support inclusivity, Maisons de Famille engages managers in disability awareness and has launched a specialized recruitment forum in one of its nursing homes to promote hiring individuals with disabilities.

Additionally, the company collaborates with Apprentis d'Auteuil, a foundation supporting vulnerable youth and families, by hiring apprentices from its high schools. Since 2021, Maisons de Famille introduced the SAPAT diploma in a work-study format, making this Professional Baccalaureate accessible to rural areas and reinforcing its commitment to professional inclusion. A network of voluntary Disability Representatives has been created in 2024, trained, and made available to answer employees' questions about disability in the Homes and at Headquarters.

The company organized an awareness week in the Homes and at Headquarters on disability as part of the European Week for the Employment of People with Disabilities.

An awareness initiative was carried out on the occasion of the annual performance evaluation.

**AMAVIR** is an inclusive and non-discriminatory employer committed to facilitating the professional integration of individuals facing employment barriers, including those from underrepresented social and ethnic groups. In 2024, the company employed 101 individuals with disabilities.

Additionally, Amavir maintained its membership in REDI (Business Network for Diversity and Inclusion LTGBI), a non-profit association that promotes inclusive work environments and values sexual and gender diversity. Through this alliance, Amavir gains access to tools, training, and support to ensure LGTBI diversity and inclusion in the workplace. By joining this network, the company actively contributes to fostering equality, respect, and non-discrimination in the professional sphere.

**LA VILLA** is committed to ensuring that 7% of its workforce is composed of individuals recruited from a specialized list, including people with disabilities. The company works closely with each province to promote their employment, despite the challenges this may present. To overcome these difficulties, La Villa has established agreements with public administrations to facilitate the recruitment process. These partnerships help identify qualified candidates and provide the necessary support for their successful integration into the company.

#### **DOREAFAMILIE**

In Germany, employing people with disabilities involves complex regulations but also offers funding opportunities for companies.

To navigate this, DOREAFAMILIE is cooperating with a consulting company called "Cobe Consulting GmbH".

The company supports the task of securing jobs for (severely) disabled employees and employees of equal status throughout Germany and at the same time realising funding for the employer – i.e. generating public money to support the specific design of the workplace of such employees.

## Labor-management relations

At Groupe Maisons de Famille, we believe in facilitating social dialogue at the country level, tailored to the specific characteristics of each region. Decentralization of social dialogue allows us to address the unique needs and concerns of our diverse workforce across different zones and facilities. By engaging in dialogue at the local level, we can foster a deeper understanding of local challenges and opportunities, leading to more effective solutions and strategies.

In 2024, **La Villa** signed an agreement with the national secretariats of the trade unions involved in its two collective bargaining agreements. This agreement established regulations for time allocated to dressing, undressing, and handover procedures, addressing prior demands from local unions and preventing potential labor disputes.

Additionally, as of September 1, 2024, all La Villa Srl facilities transitioned to the Uneba National Collective Agreement for Socio-Assistential Institutions, aligning with the rest of the group. This transition, which involved facilities previously following a different agreement, was implemented smoothly without disruption. Negotiations with regional unions in Lombardy regarding this transition are ongoing, though not mandatory, and an agreement is expected soon.

**At Amavir**, social dialogue is maintained through direct engagement with labor unions and representative bodies at each worksite, in compliance with legal requirements. The company supports employees' rights to union membership and representation, with 238 worker representatives by the end of 2024. All Amavir employees are covered by a collective agreement.

Furthermore, meetings with the works council provide a platform for employees' concerns, while workplace safety and health matters are addressed in the implementation agreement and discussed in Health and Safety Committee meetings.

## Exigency, Ethics and Compliance

The Compliance management system encompasses an array of policies, procedures and controls established by our organization to ensure adherence to relevant laws, regulations and sector standards. This system is consistently implemented across all countries where we operate, ensuring uniformity and consistency in our approach to compliance.

This system is structured around five key components: a clear governance, a risk assessment process, a compliance framework, a whistleblowing system, and training & communication.

**Clear Governance: Compliance governance is clearly defined at both the group and local levels, responsible for overseeing and implementing the system.**

The Board of Directors supervises the effectiveness of the Group's compliance system at least twice a year. It is supported by:

- A board of director's compliance referent, tasked with ensuring the inclusion of compliance matters on the agenda and serving as the primary point of contact.

Their responsibilities include:

- Monitoring the effectiveness of the anti-corruption compliance system deployment within the company and its subsidiaries.
- Ensuring adherence to the general principles of business ethics and the prevention of violations of human rights, fundamental freedoms, health, safety, and environmental regulations.
- Assessing the efficiency of internal control, risk management, and compliance management systems concerning business ethics and the prevention of violations of human rights, fundamental freedoms, health, safety, and environmental regulations.
- The Audit, Risk, and Compliance Committee, tasked with monitoring the existence of the compliance management system and providing its evaluation on its implementation.

In 2024, compliance reporting took place at least twice within both the group and local boards.

At the operational level, the CEO, supported by the compliance officer, is responsible for defining, implementing, and enforcing compliance measures. These officers ensure that compliance is included on the agendas of management committees and board of directors' meetings twice a year.

Moreover, compliance officers operate within a network, convening monthly to collaborate on projects, establish processes, and define key performance indicators (KPIs) to enhance the Group's compliance system. Additionally, they engage in biannual meetings with sustainability referents to discuss joint initiatives. The 2024 meetings took place in Frankfurt and Paris.

**A risk assessment process involves identifying and evaluating compliance risks within the organization, followed by developing strategies to mitigate these risks. Consequently, each country regularly assesses its business-related compliance risks and maintains an updated risk map.**

In 2024, an update of both local and group-wide anti-corruption measures and duty of vigilance protocols was conducted, leading to the formulation of action plans.

During the same year, the Group continued the development of consolidated and local risk maps pertaining to its duty of vigilance.

**We have established a robust compliance framework within our organization, which includes policies, procedures, and controls outlined in our Ethics Guide.**

The Ethics Guide is a crucial reference document for ethical standards and compliance within our company. It maintains a zero-tolerance stance against corruption and influence peddling. Applicable to all our entities, this guide was first implemented in December 2017 and underwent its latest update during the 2023 financial year. The top management of each country has endorsed the guide to underscore their commitment, and the guide has been deployed in 2024. This significant update involved several key enhancements:

- Consolidating compliance and sustainability provisions into a single enforceable document.
- Integrating new topics and relevant examples directly aligned with our governance and operations.
- Creating an easily accessible document for daily reference and use.





The Ethics Guide is founded on our company's core values, including commitment to people, ethics, positivity, and excellence. It plays a pivotal role in ensuring that we fulfill our ambition of becoming the most trusted provider of quality care and services, enabling individuals to lead more fulfilling and inclusive lives.

Applicable to all employees and managers across the countries where we operate, the guide adheres to international standards and regulations. It is seamlessly integrated into employment contracts and shared with our business partners to uphold our ethical standards throughout our operations.

The code can be found on the websites of Groupe Maisons de Famille, **Maisons de Famille**, **La Villa**, **Amavir**, and **DOREAFAMILIE**.

#### Content of the Ethics Guide

<b>Why ?</b>	<i>Purpose</i> <i>Content</i> <i>Target</i> <i>How to use this document</i> <i>Core values of Groupe Maisons de Famille</i> <i>Whistleblowing system</i>
<b>Exigency</b>	<i>Respecting everyone's dignity</i> <i>Ensuring quality of care and life</i> <i>Listening to relatives and carers</i>
<b>People</b>	<i>Rejecting discrimination and harassment</i> <i>Promoting quality of life at work</i> <i>Communicating with third parties</i>
<b>Ethics</b>	<i>Protecting personal and medical data</i> <i>Ensuring compliance with our compliance plan</i> <i>Combating corruption</i>
<b>Positivity</b>	<i>Safeguarding the environment</i> <i>Supporting the elderly</i> <i>Contributing to the local fabric</i>
<b>Anticorruption</b>	<i>Anticorruption Ethics Guide</i>

Failure to adhere to the behavioral guidelines outlined in this Ethics Guide may lead to disciplinary actions, including but not limited to dismissal, in accordance with relevant national regulations. However, certain infractions may warrant alternative sanctions based on the nature of the responsibilities involved.

In 2024, there were no reported breaches of this document within the group.

To enhance the efficacy of this guide, we will continue to bolster internal communication within the organization.

**We have implemented a whistleblowing system for reporting compliance issues and escalating them to appropriate levels of management when necessary.**

At Groupe Maisons de Famille, we have established a whistleblowing mechanism that allows any stakeholders of the Group (including employees, residents, and business partners) to report any conduct or situation that violates the Ethics Guide or the law.

The system can be accessed at

<https://groupemaisonsdefamille.whistleblownetwork.net/frontpage>

Our whistleblowing process is encrypted and password protected to ensure confidentiality. The identity of the whistleblower, the persons named, and the information collected are all treated confidentially.

In 2024, we received and addressed 43 alerts. Additionally, we updated our internal whistleblowing procedure to comply with new regulations and enhance the protection of system users. Specifically, managers responsible for the whistleblowing system are now required to sign a dedicated confidentiality agreement.

As the use of this system is optional, employees can also report any information regarding possible violations of the code and applicable regulations to their manager, the human resources department, or their union representative.

**We release effective training and communication actions throughout the year within our group.**

Our compliance program is communicated clearly and regularly to all employees, stakeholders, and partners, with feedback considered to ensure its effectiveness.

**Amavir** has been a signatory partner of the UN Global Compact since 2017, committing to integrate the 10 principles related to human rights, labor, environment, and anti-corruption into its business strategy, as well as promote the Sustainable Development Goals.

In 2024, we provided specific training on internal alert handling to managers of the whistleblowing system.

Continuing the efforts to strengthen employees' knowledge surrounding compliance, training sessions were also conducted for the at-risk populations in 2024, covering risk management and compliance, including anti-corruption measures and duty of vigilance.

In 2024, we performed various communication actions, both internally and externally, regarding the whistleblowing system, gifts and invitation procedure, and conflict of interest policy at both the group and local levels. We also conducted local communication for business human rights days.

Notably, **Groupe Maisons de Famille** deployed a website featuring a dedicated compliance page with all major references of the company and public access to the whistleblowing system.

The way we communicated in 2024 was composed of regular informational activities focusing on the new Ethics Guide, the whistleblowing system, key procedures, and their synergy with sustainability and HR frameworks.

## Exigency on data and information systems security

### Data Privacy and Data Security Management

We are committed to safeguarding the security of personal data for all stakeholders, with a particular focus on our employees, residents, and business partners. Our approach ensures that we only collect and retain data necessary for our business operations, in alignment with our data policy.

In addition to the European General Data Protection Regulation (GDPR), each country has its own national regulations and internal protocols concerning security and data protection, further strengthening our commitment to safeguarding personal data.

Groupe Maisons de Famille received 79 requests (83 in 2023) for rights of access, rectification, data portability, etc., all of which were satisfied. Five personal data security breaches were recorded last year in **DOREAFAMILIE**. In addition, no complaints were received from the national data protection agency in any country.

2024	France	Italy	Spain	Germany	Total
<b>Number of permanent employees trained by e-learning</b>	<b>128*</b>	<b>1,502</b>	<b>2,665</b>	<b>1,514</b>	<b>5,809</b>
Number of requests sent to the DPO	6	1	25	47	79
Number of responses from the DPO	6	1	25	47	79
Number of claims	0	0	0	0	0
Number of data breaches	0	0	0	5	5
<i>Scope: 100%.</i>					
<i>*Employees trained in total and not only in 2024</i>					
<i>**Group included</i>					

2023	France	Italy	Spain	Germany	Total
<b>Number of permanent employees trained by e-learning</b>	<b>8</b>	<b>0</b>	<b>1,579</b>	<b>948</b>	<b>2,535</b>
Number of requests sent to the DPO	0	0	22	61	83
Number of responses from the DPO	0	0	22	61	83
Number of claims	0	0	0	0	0
Number of data breaches	0	0	0	5	5
<i>Scope: 100%.</i>					

**Maisons de Famille** conducts systematic training on GDPR and data protection to every employee considered to be at risk. Maisons de Famille shifted to Microsoft suite (MS) and authenticator to increase security. Other shared file outside MS were decommissioned,

**La Villa** has a privacy referent appointed in each house (the managing director most of the time), this person has direct contact with the Data Protection Officer (DPO). The DPO can be contacted by email (the email is in all informative annexes of any contracts, on the website, in the intranet). Every new employee of **La Villa** is trained on GDPR regulations.

**Amavir** has an Integrated Policy that reflects its commitment to ensuring information security within the company. The Information Security Management System is based on the following principles:

- Ensuring that security is an integral part of the information systems lifecycle by properly managing risks and vulnerabilities.
- Protecting confidentiality, integrity, availability, and legality of information generated, processed, or stored by the company's various processes, to minimize financial, operational, or legal impacts due to misuse, applying controls according to the classification of the information owned or in custody.
- Defining, sharing, publishing, and accepting responsibilities related to information security among all stakeholders.

Additionally, there is an internal information security regulation distributed to all employees during the onboarding process. All incidents or services related to security are recorded in the ticketing tool, and their resolution is pursued, taking measures when applicable.

Amavir has also established a protocol for action in the event of information security breaches, which aims to notify the control authority of the data breach of the data breach of the data breach of the data breach.

In 2024, **Amavir** carried out several actions:

- The annual GDPR audit was performed, and the corresponding corrective actions to solve non-conformities were implemented.
- The cybersecurity service was put out to tender, extending the services to the following: Domain Name System (DNS) Firewall with Infoblox, perimeter security of e-mail prior to entries, Deepweb surveillance (threat intelligence) and Computer Security Incident Response Team (CSIRT) and Protocol (CSIRP)
- An impact analysis was prepared for the use of facial recognition.

- The protocol for attention and response to ARCOPO rights was drawn up, which describes the procedure to be followed when a data subject exercises a personal data protection right, as recognized in articles 15 to 22 of the GDPR.
- An information security risk analysis was carried out.
- The implementation of a privileged account management system has been completed.
- A decision was made to encrypt desktop computers, in addition to laptops.
- Training:
  - Periodic security newsletters sent through Secure & IT to all employees with a corporate email address.
  - One-hour security awareness training was provided to 2.595 employees.
  - The management team (46 directors) and part of the central office team (24 people) have received security training and awareness (three hours).

Each country within our organization prioritizes information security management by implementing a range of controls tailored to their specific needs. These controls include measures such as anti-virus systems, virtual private network (VPN) control systems, user login systems, web restriction via a proxy server, and hosting on highly secure data center servers.

For instance, **La Villa's** security systems are outsourced to the Security Operations Center (SOC) of Vodafone Rete Unica, utilizing a cloud-based firewall for enhanced protection. This partnership ensures robust security measures are in place to safeguard our data and systems.

Additionally, at the country level, training on GDPR and internal regulations is provided, and awareness of phishing is raised, among other initiatives.

**DOREAFAMILIE** is continuously engaged in raising awareness among its employees regarding data security and phishing emails. To this end, **DOREAFAMILIE's** Data Protection Officer (DPO) has conducted training sessions for the employees at headquarters and the directors of nursing homes on GDPR compliance. In addition, short and easily understandable bits of information on data protection are available to all registered employees via the internal employee app **DOREAFAMILIE360°**.

In 2024, **DOREAFAMILIE** updated its Data Security Policy as part of the quality management manual and procedures renewal. This included a new process for reporting data breaches. These can now conveniently be submitted via an online form that is accessible through a QR-

Code and through the **DOREAFAMILIE360°** app. In addition, data protection audits were carried out in all nursing homes, preceded by training sessions for employees to ensure comprehension.

**DOREAFAMILIE** aims to work in accordance with the German VDS1000 Certification for security management. Cybersecurity management is primarily overseen by the IT department, which promptly notifies the DPO in case of any attack or threat affecting personal data.

In 2024, **DOREAFAMILIE** continued several significant actions:

- In conjunction with the data center migration, the firewalls at various locations were upgraded with state-of-the-art devices to ensure compliance with current standards.
- The destination data center has achieved ISO 9001, ISO 27001, KRITISV, and TUEViT-TSI-Level-4 certifications, reflecting its commitment to robust security and quality standards.
- Access to the data center has been restricted through several measures:
  - Mobile devices are required to be managed through Mobile Device Management systems to access data center resources.
  - Large clients must have the "Sophos Endpoint Protection Security Agent" installed for access.
  - Workplaces are transitioning to centrally managed "Igel" thin clients instead of traditional fat clients.
  - The password policy has been strengthened and is regularly communicated to enhance security.
- A new file server structure has been implemented, with adjustments and hardening of permissions to directories and files for individual users.
- Microsoft Azure multi-factor authentication (MFA) security controls have been implemented for external access to data center resources, further fortifying access security measures.

In 2024, **DOREAFAMILIE** deployed its employee awareness and knowledge strategy in data protection and IT security through various initiatives building on the success of previous efforts:

- Online training sessions: Conducted via our e-learning platform, these sessions covered essential topics such as:
  - "Data Protection: Handling Sensitive Data Correctly"
  - "The 5 Golden Rules of IT Security"
- Information campaigns: Led by the Data Protection Officer (DPO), these campaigns were regularly communicated through the **DOREAFAMILIE360°** app.

## Information System

Each country is working on implementing its own Information System (IT) digital transformation projects, aiming to adapt to technological advances and enhance the efficiency of equipment, processes, and tools.

In 2024, various projects were implemented as part of **Amavir's** digital transformation process:

- Implementation of the Ibernex touchscreen system in the residences to automate auxiliary tasks.
- Improved integration with SAP.
- Renewal of network electronics equipment to ensure compatibility with the new touchscreen systems.
- Correction of AESTE indicators and care-related indicators.
- SharePoint upgrade to adapt to the company's new Intranet.
- Change of the patient-nurse call system to one with IP technology.
- Installation of cameras for identifying residents at risk of wandering.
- Expansion of Wi-Fi coverage in the centers.
- Installation of sensory stimulation systems (SHX).

Additionally, the integration of SAP with the touchscreen system has continued, and the development of the digital signature and pre-contract system is still ongoing.



## Commitment to stakeholder communication

We maintain a seamless, transparent, and ongoing dialogue with our primary stakeholders through diverse communication channels, aiming to effectively understand and address their needs and expectations.

Recognizing the significance of e-reputation in today's landscape for both individuals and companies, we place great emphasis on managing communication with our stakeholders. Each company within our organization monitors its online reputation using various tools such as Mention in France.

In line with our commitment to corporate social responsibility (CSR), an initial review was conducted within the Sustainable Committee to identify our key stakeholders, assess their importance to the company, and identify the primary communication channels. Additionally, each country has developed its own stakeholder map.

Our main stakeholders encompass employees, residents and their families, shareholders, public administrations, suppliers, society, media, and financial and real estate partners.

Main stakeholders	Groupe Maisons de Famille main communication channels	
<b>Residents and relatives</b>	<ul style="list-style-type: none"> <li>• Satisfaction surveys</li> <li>• Newsletters</li> <li>• Magazines</li> <li>• Residence activities</li> <li>• In-person</li> <li>• Letters</li> <li>• Website</li> </ul>	<ul style="list-style-type: none"> <li>• Social networks</li> <li>• Telephone, postal mail or email</li> <li>• App (MFF)</li> <li>• Informational meetings</li> <li>• Extra-financial performance statement</li> <li>• Blog</li> </ul>
<b>Employees</b>	<ul style="list-style-type: none"> <li>• Website</li> <li>• Satisfaction surveys</li> <li>• Newsletters (DOREAFAMILIE, MFF, Amavir)</li> <li>• Internal communications</li> <li>• Meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Mail</li> <li>• App</li> <li>• Extra-financial performance statement</li> <li>• Worker's representatives bodies</li> </ul>
<b>Shareholders</b>	<ul style="list-style-type: none"> <li>• General Meeting</li> <li>• Management Meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Financial and Extra-financial performance statement</li> <li>• Website</li> </ul>
<b>Public administration</b>	<ul style="list-style-type: none"> <li>• Website</li> <li>• Letters</li> </ul>	<ul style="list-style-type: none"> <li>• Email, mail and telephone</li> </ul>
<b>Media</b>	<ul style="list-style-type: none"> <li>• Website</li> <li>• Mail</li> <li>• Interviews (phone, personal)</li> </ul>	<ul style="list-style-type: none"> <li>• Social networks</li> <li>• Extra-financial performance statement</li> <li>• Press office (La Villa)</li> </ul>
<b>Suppliers and service providers</b>	<ul style="list-style-type: none"> <li>• Website</li> <li>• Email and mail</li> <li>• Meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Letters</li> <li>• Social networks</li> </ul>

Main stakeholders	Groupe Maisons de Famille main communication channels	
<b>Partners</b>	<ul style="list-style-type: none"> <li>Website</li> <li>Meetings</li> <li>Mail and email</li> </ul>	<ul style="list-style-type: none"> <li>Social networks</li> <li>Extra-financial performance statement</li> </ul>
<b>Society/ Community</b>	<ul style="list-style-type: none"> <li>Website</li> <li>Mail</li> <li>Social networks</li> <li>Local press</li> </ul>	<ul style="list-style-type: none"> <li>Collaboration activities</li> <li>Extra-financial performance statement</li> <li>Radio</li> <li>Advertisements (La Villa)</li> </ul>

Recognizing the diversity of interests and lifestyles across different countries, we maintain a decentralized approach to communication management. This allows each company to determine the most suitable and effective channels for transparent and responsible communication with its surroundings, fostering relationships based on mutual trust.

We also communicate with all our stakeholders via our websites (listed below), which serve as essential communication tools to provide information about us, our catalogue of services and news, among other aspects:

- Groupe Maisons de Famille: <https://www.groupeMaisonsdeFamille.com>
- Maisons De Famille: <https://www.maisonsdefamille.com>
- La Villa: <https://www.lavillaspa.it>
- Amavir: <https://www.amavir.es>
- DOREAFAMILIE: <https://doreafamilie.de>.

2024	France	Spain	Italy	Germany	Total
Number of news generated in the media (press, tv, radio)	NA	1,059	385	154	1,598
Number of publications on Groupe Maisons de Famille (media and social media)	NA	10	NA	5	15
Number of publications (media and social media) releases on sustainability topics (environment, social, governance)	NA	1,550	NA	89	1,639
Number of publications (media and social media)	NA	2,709	385	319	3,413
<p><i>Scope: 90% of total workforce for Number of news generated in the media (no data available for France); 90% of total workforce for Number of publications in media and social media (no data available for France); 74% of total workforce for remaining KPIs ( no data available for France and Italy)</i></p> <p><i>The communications KPIs followed were revised in 2023 to better reflect the goals of the Group</i></p>					

2023	France	Spain	Italy	Germany	Total
Number of news generated in the media (press, tv, radio)	NA	1,579	178	127	1,884
Number of publications on Groupe Maisons de Famille (media and social media)	NA	NA	NA	11	11
Number of publications (media and social media) releases on sustainability topics (environment, social, governance)	NA	NA	NA	63	63
Number of publications (media and social media)	NA	NA	709	209	918
<i>Scope: 90% of total workforce for Number of news generated in the media (no data available for France); 47% of total workforce for Number of publications in media and social media (no data available for France and Spain; 33% of total workforce for remaining KPIs (Only Germany has data available)</i> <i>The communications KPIs followed were revised in 2023 to better reflect the goals of the Group</i>					

2024	France	Spain	Italy	Germany	Total
Number of positive media stories generated	NA	943	293	66	1,302
Number of negative media stories generated	NA	116	92	4	212
<i>Scope: 90% of total workforce (no data available for France).</i>					

2023	France	Spain	Italy	Germany	Total
Number of positive media stories generated	NA	1,405	124	27	1,556
Number of negative media stories generated	NA	174	6	2	182
<i>Scope: 90% of total workforce (no data available for France).</i>					

**Maisons de Famille** dedicates a section on its website to reports on the latest news about the residences, as well as internal events and initiatives involving residents and employees. This platform also serves as a channel to share the company's commitment to society, helping to project a positive image and increase brand visibility.

**Maisons de Famille** offers an application for residents and their relatives allowing them to interact with each other and stay informed about activities and events in the residences.

**La Villa** offers an Assistance Center - a free Customer Service Center designed to help customers find information on facilities, services, administrative procedures for admission, necessary documentation, and the process to follow. The center is open Monday to Friday from 9 a.m. to 7 p.m. and can be reached on the toll-free number 800688736 and the e-mail [assistenzaclienti@lavillaspa.it](mailto:assistenzaclienti@lavillaspa.it)!

**La Villa's** website has a FAQ section that provides answers to common questions about assisted living services, entry procedures, timetables, conventions, accommodation solutions, visits, the difference between private and accredited guests, economic aspects and more.

The website also includes a blog where monthly articles are published on topics of interest to the elderly, such as Alzheimer's, cardiac therapy for people with dementia, diabetes management, innovation, and the RSA world, offering advice and insights.

**La Villa** maintains a presence on social media, with an institutional Facebook page and the individual pages for each facility that provide updates on news and events; and share daily highlights. Each residence has an employee responsible for managing its Facebook, who receives training to properly handle the social network. Every six months a report is compiled with the main results and areas for improvement. **La Villa** is also active on LinkedIn and Instagram, both managed by the headquarters.

The digital magazine 'Insieme' (Together) is published on the website every four months and is sent to relatives, public institutions and administration. It covers various topics such as events and activities in the residences, openings of centers, statistical data on the elderly sector, the commemoration of the international day of the grandfather and grandmother, among others.

**Amavir** sets itself apart with its extensive communication efforts. Understanding the critical importance of transparent communication with stakeholders, **Amavir** ensures that relationships are founded on complete transparency. To achieve this, **Amavir** employs various communication channels including its website, social media platforms, employee newsletters, the **Amavir** newspaper, a blog called "Cuidar al Mayor" (integrated into the website), and a podcast channel, among others.

The **Amavir** Newspaper is distributed to all residences for residents, relatives, and employees. It is also available in digital format on the website and sent to relatives via email.

In 2021, **Amavir** launched a podcast channel on the iVOOX platform. Throughout 2024, a total of 16 podcasts were broadcasted, further expanding their reach and engagement with stakeholders.

**Amavir's** communication policy aims not only to enhance the company's reputation, but also that of the sector. The goal is for the media to present positive news and images to the public about the residences and the elderly, and more broadly, the company and the sector.

Additionally, to support their objective of having residences open to the community, **Amavir** encourages visits from or welcomes authorities to gain firsthand insight of their activities. In 2024, some notable visits and institutional events included: Visit from the Minister of Family, Youth, and Social Affairs of the Community of Madrid, visit from the Minister of Social Affairs of the Government of Navarra, Visit from the Senator for Tenerife, among others.

**DOREAFAMILIE** is dedicated to continuously improving both internal and external communication efforts, aiming to present a positive image of the sector, highlight the outstanding work of employees, keep family members well-informed, and enhance brand visibility.

From April 2023 monthly themes were introduced. Each month focuses on a specific theme, guiding both internal and external communications. This strategic approach streamlined communication processes and emphasized key topics relevant to the company. Themes in 2024 included the Group's vision and mission, health, nutrition, responsibility and excellence.

The rollout of the social media strategy continued with training sessions for the last few homes that had not yet been onboarded. These 8-hour in-person workshops included comprehensive discussions on social media guidelines and practical exercises with immediate feedback. Two more workshops are planned for 2025, after which the roll-out will be completed.

At the end of 2024, the software "Social Hub" was introduced to allow for closer monitoring of the quality of each nursing home's social media channel. In addition, analytics for all channels are readily available on "Social Hub". The tool will be fully implemented in 2025.

Additionally, the central marketing team significantly increased the number of templates provided to local social media managers throughout the year, which were well received by users.

**DOREAFAMILIE** also published its resident magazine, "Alte Hasen", three times a year. This magazine, distributed to all nursing homes for residents, families, and employees, features resident stories and content beneficial to the elderly, such as guidance on will creation and sleep quality improvement. Interested nursing homes also receive a special local edition of the magazine.

The **DOREAFAMILIE** employee App **DOREAFAMILIE360°** was relaunched with a new provider in 2024. The new app guarantees increased data protection and offers more flexibility with a view to future interfaces with other systems. The app provides access to employee benefits, important updates from various departments, and facilitates communication among all **DOREAFAMILIE** employees. Specific groups, such as apprentices or social media personnel, have dedicated sections within the app for exchanging information.

In 2024, **DOREFAMILIE** worked on integrating the group's values into the daily missions of employees and its own internal values to guide the mission towards the company's vision. As part of the communications campaign on the vision, mission and values, wooden boxes with sunflower seeds were sent to all employees to symbolize how **DOREAFAMILIE**, by sowing the seeds and continuously nurturing the company's culture and quality, can grow towards realizing the vision together. This image was also used in the employees' e-mail signatures that changed every few months to visualize the progress made. In order to make the vision, mission and values tangible and applicable to everyday life, culture workshops were carried out by the employee development team throughout the year.

**Maisons de Famille** and **Amavir** have a specific protocol for managing company communication in crisis situations. **La Villa** does not have a specific protocol, but in case of negative news, they evaluate the situation internally before publishing a reply, if applicable.

In **DOREAFAMILIE** media relations are insourced and the company's crisis communications checklist is available to all employees whereas the crisis communication guideline specifically prepares managers for crisis situations.

## Commitment to the environment



We are dedicated to minimizing our environmental footprint. From 2022, significant strides were made by the Group in assessing the impact of our activities on the environment, particularly regarding our carbon footprint, as detailed in this chapter.

Both the Group and our entities are dedicated to reducing the footprint of our operations. This involves decreasing resource consumption while enhancing efficiency and maintaining high standards of quality and comfort for our residents.

Each company within our organization strives to monitor and reduce energy and water consumption, greenhouse gas emissions, and sanitary waste.

**Amavir** currently leads the Group in controlling and managing its environmental footprint. The company's Integrated Policy, updated in 2023, highlights its specific commitment to environmental issues, through the following objectives:

- Implementing measures to reduce the environmental impact of its activities and raising awareness among residents, family members, and professionals about environmental stewardship, with a particular focus on combating climate change.
- Promoting product life cycle enhancement by extending the useful life of products both internally and externally.
- Employing criteria of savings and efficiency in the use of material and energy resources necessary for service provision, aiming to reduce ecological footprint.

**Amavir** aims to enhance service quality while addressing key environmental challenges inherent to its activities. This includes reducing its carbon footprint, minimizing water and energy consumption, implementing energy efficiency initiatives (such as LED technologies and immediate fault detection controls), promoting renewable energy usage (solar, thermal, and biomass), and ensuring proper management of hazardous and non-hazardous waste, with a focus on recycling whenever feasible.

The main environmental objective set for 2024 is to improve the awareness of residents, employees, and stakeholders regarding the company's environmental and sustainability policies and actions, as well as to enhance the score obtained in the 2024 surveys on the question about "commitment to sustainability and the environment". Notably, 93% of the centers have increased their score in the 2024 survey question related to Amavir's commitment to the environment.

In line with this objective, activities have been carried out to commemorate important events related to the environment and have been publicized both internally and externally (197 activities in total). For example, workshops such as "Audaces" to promote organic farming, and "Terceros en edad, primeros en reciclar" to encourage recycling in the residences, among other initiatives, have been conducted.

During 2024, the "Protocol for Action in Case of Environmental Emergency" has been reviewed and modified. This protocol explains how to act in situations such as fire, flooding, poor combustion of boilers or leakage of refrigerant gases and natural gas, and chemical product spills.

Regarding suppliers, **Amavir** has an environmental commitment letter to strengthen and demonstrate the shared commitment to environmental protection.



In 2022, the **Amavir** group received ISO 14001 certification from Bureau Veritas for its environmental management system. This certification is valid for three years until 2025. The Amavir Ciudad Real and Amavir La Gavia nursing homes, which opened in 2023, were certified for the first time in 2024.

**Amavir** has obtained the first BREEAM certificates for Sustainable construction in 2023, specifically for the Amavir Valle de Egüés (Navarra) and Amavir Ciudad Real (Castilla-La Mancha) residences. In 2024, this certification was also obtained for the Amavir Reus residence.

As part of its Strategic Plan, the company aims for all new residences to obtain such certifications, ensuring that their buildings provide the best care for the elderly while respecting and protecting the environment by being resource-efficient and reducing their pollutant footprint.

In addition, La Gavia, Ciudad Real, Valle de Egüés, Reus and Jaén have Energy Efficiency Certificates valid for four years.



In 2024, **DOREAFAMILIE** implemented several actions:

- LED lighting conversion: **DOREAFAMILIE** continued its actions to convert all its lights to LED with a strict replacement policy. One nursing home underwent a complete relamping in 2024 thanks to the landlord's participation in the project, and two others had major replacement.
- Municipal district heating network participation: **DOREAFAMILIE** expressed interest in municipal district heating projects, anticipating a 4 to 5-year approval and construction period. To date, six facilities are connected to a public heating network and two of them are actively seeking a supplier.
- Fleet electrification: Despite discontinued funding and incentives for companies, **DOREAFAMILIE** remained committed to fleet electrification, considering it a significant challenge due to the high vehicle inventory. The focus is to use electric vehicles first and foremost in the ambulatory fleet as only short distances are travelled here.
- **DOREAFAMILIE** signed a new supplier contract in 2024 favoring the replacement of old household appliances with a reconditioned equivalent, and at least a product certified with a sustainable label.
- **DOREAFAMILIE** staff were trained in the use of cleaning products in a more environmentally friendly way by the cleaning product supplier.
- A sector benchmark across Germany was carried out on the use of laundry thanks to **DOREAFAMILIE's** linen supplier, allowing establishments to be trained on a reasonable rotation of linen and clothes.
- In nursing homes where there is sufficient storage space, **DOREAFAMILIE** is working on reducing the delivery of food to once per week and the delivery of cleaning and household items to one every month to reduce emissions related to the transportation of goods.

## Greenhouse Gas Emissions

Climate change is a top priority for us and all the countries in which we operate. We are committed to improving our carbon footprint in the medium term, and to address this, the group is developing a harmonized strategy. From 2022, our primary focus has been on assessing our carbon footprint as the initial step toward deploying a decarbonization plan.

To facilitate this effort, we entered into an agreement with the ESG service provider, Deepki. Through the Deepki platform, entities report and monitor their consumptions (energy, water, and medical waste), enabling the calculation of our carbon footprint (scopes 1 and 2). Concurrently, we are prioritizing initiatives to decarbonize buildings and mobility, such as constructing new buildings with Sustainable certifications (e.g. BREEAM or energy efficiency certificate) and transitioning to electric or hybrid vehicles. Furthermore, our countries are progressing toward a low-carbon society by adopting renewable energy and implementing energy-saving measures.

Recognizing the importance of adapting to climatic risks, we understand that failure to do so poses significant risks to our business model. These risks can manifest in various forms, including extreme heat waves or natural disasters.

Throughout 2024, **Amavir** focused on developing the Decarbonization Plan, which is set to be approved by the **Amavir** Management Committee in 2025. The goal is to improve the company's carbon footprint in the medium term, aligning with the objectives of the Groupe Maisons de Famille.

As part of the decarbonization plan, **Amavir** continued with various actions aimed at increasing the use of renewable energy and enhancing energy efficiency, as detailed in the "Sustainable Use of Resources" chapter.

**La Villa** has installed solar panels and cogeneration systems in 13 nursing homes to generate electricity:

- 6 cogeneration systems,
- 7 solar panel systems.

In 2024, **La Villa** continued its progress toward sustainable energy by installing solar panels at an 8<sup>th</sup> nursing home. For 2025, two more nursing homes will be equipped with solar panels.

In 2024, Groupe Maisons de Famille's entities total greenhouse gas (GHG) emissions (Scopes 1 and 2) amounted to 30,621 tons of CO<sub>2</sub> (22,579 tons of CO<sub>2</sub> in 2023). For this year, we included all the scopes and emissions from LPG, explaining the +35% increase. If we take the same perimeter as 2023, our emissions would be 24,526 (+8,6%)

	2023	2024	Change
Total CO <sub>2</sub> emissions from energy consumption ( <i>tons of CO<sub>2</sub>e</i> )	22,579	31,145	+38%
Scope 2023: 58% of total workforce for gas consumption emissions (DOREAFAMILIE is not included); 100% remaining emissions			
Scope 2024: 100%			

2024	France	Italy	Spain	Germany	Total
CO <sub>2</sub> emissions from Scope 1	1,675	4,856	7,157	3,628	17,316
CO <sub>2</sub> emissions from Scope 2	201	3,655	2,405	5,215	11,475
CO <sub>2</sub> emissions from Scope 3*	9,066	22,696	28,299	23,582	83,643
Total CO <sub>2</sub> emissions (Scope 1+2+3)	10,941	31,207	37,861	32,425	112,434
Scope 2024: 100%					
*Scope 3 is extrapolated					

2023	France	Italy	Spain	Germany	Total
CO <sub>2</sub> emissions from energy consumption	2,071	6,678	9,715	4,115	22,579
Scope 2023: 67% of total workforce for <i>natural</i> gas consumption emissions (DOREAFAMILIE is not included); 100% remaining energy consumption					

Starting in 2024, we began measuring our carbon intensity based on several criteria to more precisely manage our decarbonization plan. We chose four different intensity indicators to compare ourselves with our competitors and set concrete targets for each pillar.

The intensity per m<sup>2</sup> indicator primarily serves to measure the effectiveness of our energy efficiency measures and the overall performance of our buildings.

The intensity per resident indicator allows us to define a relative objective consistent with the Paris Agreement by aiming for an average intensity of 2 tons of CO<sub>2</sub> equivalent per resident by 2050.

2024	France	Italy	Spain	Germany	Total
Carbon intensity (kg) per m <sup>2</sup>	132.09	144.37	113.55	177.32	137.91
Carbon intensity (kg) per thousand euros of turnover	119.06	241.67	241.67	137.40	175.09
Carbon intensity (tons) per resident as of December 31	9.80	8.13	5.94	9.01	7.53
Carbon intensity (tons) per FTE as of December 31	9.94	17.31	8.80	12.26	11.40
Scope 2024: 100%					

2023	France	Italy	Spain	Germany	Total
Carbon intensity (tons) per resident as of December 31	9.31	8.37	5.87	9.19	7.59
Scope 2023: 100%					

## Sustainable Use of Resources

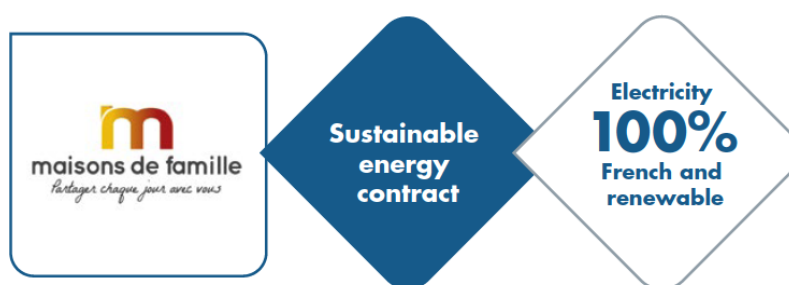
We are committed to reducing resource consumption while ensuring that efficiency improvements do not compromise the quality and comfort of our residents.

Each country actively manages and monitors energy and water consumption in nursing homes due to their environmental and economic implications. The introduction of the Deepki platform in 2022 has proven to be an invaluable tool, helping countries collect and monitor their environmental data effectively.

## Responsible Energy Consumption Management

We are dedicated to implementing energy-saving and efficiency initiatives, as well as utilizing renewable energy sources like biomass or solar energy to replace conventional sources. Increasing the use of renewable energy, including the installation of solar panels, is a key environmental objective.

Across our nursing homes, general measures have been implemented, including monitoring consumption for discrepancies and breakdowns, installing LED technology in corridors and communal areas, implementing motion detectors, promoting energy-efficient practices, ensuring regular vehicle maintenance, conducting awareness campaigns, and more.



In 2024, total energy consumption was 142,206 MWh against 117,373 MWh in 2023.

	2023	2024	Change
<b>Total amount of energy consumed (MWh)</b>	<b>117,373</b>	<b>142,206</b>	<b>+22%</b>
<b>Energy intensity (MWh/used bed)</b>	<b>7.18</b>	<b>8.73</b>	<b>+1.6 pts</b>
Electricity consumption (MWh)	45,371	45,806	+9%
Gas consumption (MWh)	61,080	81,427	+33%
LPG consumption (MWh)	NA	3,324	-
Fuel oil consumption (MWh)	2,424	2,469	+2%
Biomass consumption (MWh)	898	730	-2%
Thermal solar energy consumption (MWh)	1,272	2,481	+95%
Heating consumption (MWh)	6,327	5,970	-6%
Scope 2023: 67% of total workforce for Natural gas (DOREAFAMILIE is not included); 100% remaining energy consumption			
Scope 2024: 100% of total workforce.			

2024	France	Italy	Spain	Germany	Total
<b>Total amount of energy consumed</b>	<b>14,668</b>	<b>38,071</b>	<b>57,325</b>	<b>32,142</b>	<b>142,206</b>
<b>Energy intensity per used bed</b>	<b>10.59</b>	<b>9.89</b>	<b>8.60</b>	<b>7.31</b>	<b>8.73</b>
Electricity consumption (MWh)	5,946	11,475	19,855	8,530	45,806
Gas consumption (MWh)	6,765	26,596	31,067	16,998	81,427
LPG consumption (MWh)	1,416	-	1,908	-	3,324
Fuel oil consumption (MWh)	541	-	1,326	603	2,469
Biomass consumption (MWh)	-	-	730	-	730
Thermal solar energy consumption (MWh)	-	-	2,439	41	2,481
Heating consumption (MWh)	-	-	-	5,970	5,970
<i>Scope 2024: 100% of total workforce.</i>					

2023	France	Italy	Spain	Germany	Total
<b>Total amount of energy consumed</b>	<b>14,695</b>	<b>32,052</b>	<b>55,568</b>	<b>15,058</b>	<b>117,373</b>
<b>Energy intensity per used bed</b>	<b>10.1</b>	<b>8.9</b>	<b>7.7</b>	<b>3.7</b>	<b>7.18</b>
Electricity consumption (MWh)	5,914	10,520	20,664	8,273	45,371
Gas consumption (MWh)	7,873	21,532	31,664	NA	61,080
Fuel oil consumption (MWh)	908	-	1,164	353	2,424
Biomass consumption (MWh)	-	-	898	-	898
Thermal solar energy consumption (MWh)	-	-	1,198	75	1,272
Heating consumption (MWh)	-	-	-	6,327	6,327
<i>Scope 2023: 67% of total workforce for Natural gas (DOREAFAMILIE is not included); 100% remaining energy consumption.</i>					

All sites have been audited in 2023. Action plans to reduce energy consumption by 15% in 2030 (according to Tertiary decree requirements) will follow these audits.

In 2024, **Maisons de Famille** continues with various actions aimed at achieving energy savings, optimization of energy consumption and energy efficiency: LEDs on all sites, no incandescent lamps, equipment investments that consume less energy, thermostatic on all radiators, heating tap replaced by thermostats and all mixer taps (showers, sinks) are equipped with water saving systems, regular vehicle maintenance...

Currently, **Maisons de Famille** is in the process of deploying an automated Building Technical Management (BTM) system in its facilities, enabling them to set heating and air conditioning parameters and receive direct feedback on anomalies, thus improving troubleshooting responsiveness.

**La Villa** designs and constructs new facilities with a focus on energy efficiency for heating and cooling. To produce domestic hot water, a solar thermal panels system is used in conjunction with a high efficiency heat pump boiler. In cases of high demand, a condensing boiler is activated. **La Villa** has five solar thermal installations.

In 2024, **Amavir** continued its energy transition project in collaboration with Helexia. This French multinational, founded in 2010, has supported Amavir in defining its energy strategy and implementing an action plan for the decarbonization of its activities.

This plan consists of two phases: design, development, financing, construction, and operation of photovoltaic plants for self-consumption solar energy, and real-time energy consumption monitoring.

As a result of this agreement, Helexia installed solar panels in 11 residences in 2024, leading to a 104% increase in solar energy consumption compared to 2023. Additionally, solar thermal energy was incorporated into the Cartagena residence.

Each center has an average of 190 panels, providing 105 kWp and generating around 180 MWh of clean energy annually, covering approximately 30% of each center's energy demand. In total, more than 3.420 photovoltaic panels have been distributed across 18 centers, producing over 2.100 MWh of energy per year.

This results in significant energy savings in electricity costs while also contributing environmentally by reducing CO<sub>2</sub> emissions into the atmosphere—specifically around 16 tons annually per center and approximately 290 tons in total. This is equivalent to planting 11,960 trees each year or matching the energy consumption of 800 households.

The financial savings and environmental benefits will support Amavir in its mission to promote sustainable development, ensuring a balance between environmental impact and economic growth. The company applies resource-saving and efficiency criteria in the use of materials and energy for service provision, as a key requirement for reducing its ecological footprint.

Furthermore, in 2024, **Amavir** undertook several actions aimed at achieving energy savings, optimizing consumption, and enhancing energy efficiency. These actions included the approval by the Management Committee that newly constructed centers will have sustainable certifications.

Weekly monitoring has been implemented to detect deviations and malfunctions in the electricity and natural gas systems, allowing for prompt resolution and reduced impact on energy consumption. Additionally, some boiler rooms have been renovated to improve facility performance.

- The Building Management System (BMS) is managed and controlled in our centers to provide support from the central office and address issues related to heating, elevators, etc. Currently, 17 centers are connected.
- An air source heat pump system is used for heating water in all residences in the Canary Islands, Amavir Reus, and Amavir Jaén. These residences have both air source heat pumps and gas boilers for hot water production.
- In 2023, Amavir signed an agreement with Endesa X Way for the installation of electric vehicle chargers in its centers, available not only to employees and users but also for public use. Currently, 36 residences have electric chargers.
- In 2021, through the company EcoMT, the installation of remote metering devices began to monitor water, gas, biomass, and electricity, as well as thermometers to measure the temperature in refrigerators and common areas in some residences. Throughout 2024, remote metering systems for electricity have been implemented in 9 more residences.

**DOREAFAMILIE** has continued its efforts to replace heating installations with more efficient systems such as combined heat and power plants. In some cases, this is also the subject of negotiations with the landlords. Additionally, some houses are fitted with photovoltaic systems to produce energy. **DOREAFAMILIE** is continuously assessing the feasibility of installing solar panels in more facilities. Additionally, a pilot project for balcony solar power systems was initiated in 2023, with 17 units allocated in the 2025 budget as a sample project. Each balcony solar power system, equipped with 1-2 panels up to 600 W, can be installed using simplified registration as energy producers in the energy producer market master data sheet which can be subject to legislation changes, however.

In compliance with German legislation, **DOREAFAMILIE** is conducting energy audits at set intervals and will follow a plan to reduce energy consumption in the coming years.



## Water Consumption Management

Our entities manage water consumption with the awareness that it is a limited resource. Therefore, they have implemented initiatives to monitor and reduce water usage.

This year, the water consumption of the supply network amounts to 951,951 m<sup>3</sup>, compared to 909,268 m<sup>3</sup> in 2023. The following tables display the water consumption for each country.

	2023	2024	Variation
<b>Water intensity per used bed</b>	<b>55.4</b>	<b>57.2</b>	<b>+3.3%</b>
Water consumption of the facilities during the year (m <sup>3</sup> )	909,268	969,623	+6.6%
<i>Scope 2023: 100% of total workforce for water consumption</i>			
<i>Scope 2024: 100% of total workforce for water consumption</i>			

2024	France	Italy	Spain	Germany	Total
<b>Water intensity per used bed</b>	<b>68.1</b>	<b>79.3</b>	<b>52.1</b>	<b>43.9</b>	<b>57.2</b>
Water consumption of the facilities during the year (m <sup>3</sup> )	79,596	305,356	391,868	192,803	969,623
<i>Scope 2024: 100% of total workforce for water consumption</i>					

2023	France	Italy	Spain	Germany	Total
<b>Water intensity per used bed</b>	<b>62.6</b>	<b>63.7</b>	<b>55.3</b>	<b>45.4</b>	<b>55.4</b>
Water consumption of the facilities during the year (m <sup>3</sup> )	90,096	234,774	399,582	184,816	909,268
<i>Scope 2023: 100% of total workforce for water consumption</i>					

**Maisons de Famille** controls consumption through the maintenance of the installations, fixing duct leaks and the reading of water meters. It has implemented regular awareness campaigns to stress the importance of reducing this resource. Besides, **Maisons de Famille** replaced faucet aerators (up to 30% of the savings can be made thanks to this system).

**Amavir** is committed to saving water and optimizing its use as part of its environmental commitment. **Amavir** monitors water daily using the SAP tool, which strictly controls water usage. Additionally, the eco-technology washing system in the residences significantly reduces water consumption.

The residences in the municipality of Madrid and the house of Sant Cugat have implemented a water plan with measures to reduce water consumption.

**DOREAFAMILIE**'s priority regarding water consumption in the coming years is to establish a stable system for monitoring water consumption to optimize its use. In 2024 nursing homes started submitting their meter reading monthly to track and compare consumption. In addition, the facility management team is working on compiling a catalogue of water-saving appliances that must be purchased when replacing broken appliances.

## Waste Management

We prioritize the management of medical waste, ensuring its collection and disposal meet specific requirements to prevent infections. All countries collaborate with approved managers who handle this waste in accordance with national legislation.

In general, our entities focus on the proper identification, segregation and monitoring of various types of waste generated in residences and offices, particularly medical waste. For example, **Amavir** has a waste management protocol that includes a guide covering different types of waste and provides "ad hoc" training. **Maisons De Famille** conducts audits to improve medical waste management, while **DOREAFAMILIE** optimizes waste management through a provider called Interzero.

The circular economy presents an opportunity for the Group to reduce waste. To this end, some of the Group's entities are improving the classification and sorting of their waste while promoting its recovery. Notably, **DOREAFAMILIE** purchases cleaning material from a certified supplier that exclusively uses biodegradable materials, including packaging made from 100% recycled plastics.

Aligned with this objective, **Amavir** has partnered with URBASER, to better control and manage hazardous waste. Additionally, printer toners are managed through HP's recycling program, promoting the circular economy.

The Group is also committed to responsible and sustainable food practices by favoring local suppliers, as seen with **Amavir** and **DOREAFAMILIE** and combating **food waste**. Various entities work to adjust food quantities to meet the nutritional needs of residents and employees and to constantly monitor expiry dates. In some cases, catering service companies have their own plans to avoid food waste. **DOREAFAMILIE** notably makes efforts to buy local and seasonally, offering local dishes in its food program.

**DOREAFAMILIE** disposes of food waste in biogas appliances, which produce energy.

In 2024, **DOREAFAMILIE** equipped 18 homes with water fountains to eliminate plastic bottles. In Germany, the law requires the distribution of at least one bottle per day and per resident. Some of the installed fountains distribute different fruit juices in addition to water, further reducing the volume of bottles purchased.

## Reporting methodology

### Scope of Consolidation

The scope of consolidation for social, human resources (HR) and environmental reporting is equivalent to that used for financial information. It includes all companies controlled by the Group:

- Maisons De Famille (France).
- La Villa (Italy).
- Amavir (Spain).
- DOREAFAMILIE (Germany).

In April 2024, La Villa spa acquired the historic Pia Casa per Anziani Maruffi residence (126 beds) and changed its name to CRA/CR Villa Ghiberti. The residents of Santa Rita have been transferred there.

Planiger S.A. continued the construction of new facilities, including the opening and ramp-up of the facilities in Reus (142 beds), which opened on November 18, 2024, and Jaén (160 beds), which opened on October 21, 2024, and preparations for the opening of the facilities in Santa Cruz II (104 beds) and Vicálvaro (132 beds), which will take place in the first quarter of 2025.

The scope of the HR and environmental KPIs is included as noted in the relevant tables. The number of employees is used to calculate the scope of the HR and environmental indicators, cases of missing data in particular countries.

The 2024 Human Resources, Social and Environmental report covers data for the financial year 2024, from 1 January 2024 to 31 December 2024.

### Reporting Guidelines

To ensure consistency and standardization of non-financial indicators for all entities, the Group has a common methodology. It constitutes its reporting protocol and meets three main objectives:

- management of the Group's corporate social responsibility (CSR) approach by measuring its performance and calculating HR, social and environmental indicators.
- compliance with the regulatory requirements of the French Commercial Code concerning the disclosure of Groupe Maisons de Famille's CSR performance through the Non-Financial Performance Statement.
- transparent communication of information to internal and external stakeholders such as non-financial rating agencies, investors and NGOs.

This methodology includes the Sustainable KPIs Handbook that compiles the list of indicators to be reported with their definitions, calculation methods and calculation units.

### Reporting Tools

The main reporting tool used for the sustainable reporting campaign is Google Drive. Through a shared Google Drive folder, each country uploads its KPIs files and supporting documents.

## Consolidation and Internal Checks

An external consultant, supervised by the sustainability manager, oversees the consolidation of all the data reported by the countries. Consistency checks are performed during consolidation. These checks include a comparison of data from the previous reporting period, and variations that are considered significant are analyzed in detail.

## Indicators

### *Social Indicators*

The reporting of social indicators is produced by the systems of the payroll and human resources departments. The data is mainly collected through the payroll software used in each country or recorded by each facility and reported to the country's headquarters.

### *Employees*

The workforce of Groupe Maisons de Famille is included in the figures for Maisons de Famille for reporting purposes. For information, this represents less than 1% of the values for France.

- The headcount is calculated based on the total number of employees with an active employment contract on the payroll on 31 December of the year.
- Temporary employees, unpaid interns, international volunteers on placement and service providers are excluded.

### *Turnover*

- The turnover formula is as follows:  $(\text{number of new hires} + \text{number of departures}) / 2 * \text{average workforce}$ .
- The average number of employees is calculated as follows:  $\text{sum of the number of employees at the end of each month during the year} / 12 \text{ months}$ .

### *Absenteeism*

- Absenteeism is calculated on permanent contracts.
- The absenteeism rate includes both the number of hours of absence due to illness (occupational and non-occupational) and the number of hours of absence due to accidents at work (at work and/or during the journey).

### *Accidents*

Commuting accidents (accidents occurring on working days during a normal journey between home and work) and accidents that do not result in time off work are not counted as accidents at work in the calculation of the following rates.

- Frequency rate: the calculation formula is as follows:  $(\text{Number of accidents with time off work} * 1,000,000) / \text{Number of effective hours worked in the year}$ .
- Severity rate: the calculation formula is as follows:  $\text{Number of days lost due to occupational accidents} / \text{Number of effective hours worked in the year} * 1,000$ .

### *Training*

- Total number of training hours: Count all types of training (culture, management, business, products, languages, safety, health, etc.) and all methods of training (classroom, e-learning, etc.) whatever the duration.
- Number of employees trained during the year: Number of employees who received training during the year, present or not, at the end of the period. Employees receiving training are those who attended at least one recognized training course.

### *Environmental Indicators*

This data can be calculated on an annual basis (CO<sub>2</sub> emissions) or reported monthly (bill consumption). The environmental indicators are collected by each facility and transmitted to the head office where the data is consolidated.

The denominator of the energy and water intensity ratios includes full-time beds operated and, for Spain perimeter, half of the day resident places.

The denominator of the carbon intensity ratio per resident includes only full-time beds operated.

Carbon emissions from the company vehicle fleet are excluded from our scope 1 calculation.

### *CO<sub>2</sub> Emissions in the Form of Energy*

The emission factors used are taken from:

- Electricity:
  - France: Base Carbone Ademe (2022)
  - Spain: MITECO 2007-2023
  - Italy: IEA (2024)
  - Germany: Kieler Strommix – Kennzeichnung der Stromlieferung (2022)
- Natural gas:
  - France: Base Carbone Ademe (2022)
  - Spain: MITECO 2007-2023
  - Italy: IEA (2024)
  - Germany: Bundesministerium für Wirtschaft und Klimaschutz
- Propane and fuel oil:
  - France: Base Carbone Ademe (2022)
  - Spain: MITECO 2007-2023
  - Italy: IEA (2024)
  - Germany: Bundesministerium für Wirtschaft und Klimaschutz
- Heating consumption:
  - Germany: <https://www.co2online.de/> Bundesministerium für Wirtschaft und Klimaschutz
- Other consumptions: Base Carbone Ademe (2022)

### *CO<sub>2</sub> Emissions from the Scope 3*

France: 82.5% of total emissions

Spain: 75.5% of total emissions

Italy: 72.5% of total emissions

Germany: 72.5% of total emissions

### *Medical Waste*

The data is calculated based on invoices received from the service providers who treat the waste.

## *Water*

The data is calculated based on invoices received from the service providers who supply the water. For France, Spain, and Germany, the data is both based on supplier invoices and meter readings.

## *Quality*

Data is calculated on an annual basis. The data is collected by each facility and entered into each quality and medical management software package. Data is consolidated by the Quality and Medical Department at head office.

- Satisfaction surveys NPS: overall satisfaction on 10  
The formula for calculating NPS = % promoters - % detractors.
- Rate of participation: number of families that responded / Number of surveys sent to the families \*100
- Rate of personal care plan: Number of personal care plan / Number of residents on December 31<sup>st</sup>
- Rate of residents having fallen: number of residents having fallen / Total number of residents over the year
- Rate of adverse events: number of declarations according to the system in place in each country / Total number of residents over the year
- Rate of undernutrition: Number of residents identified at risk of undernutrition / Number of residents on December 31<sup>st</sup>
- Rate of restraints: Number of residents under restraints / Number of residents on December 31<sup>st</sup>
- Rate of hospitalization: Number of residents hospitalized / Total number of residents over the year

### Exclusions and Further Explanations Regarding Methodology

Among the topics concerned by the French regulations and to be included in non-financial performance statements, food insecurity, biodiversity, animal welfare and promotion of the practice of physical and sport activities are not currently covered. However, these issues may be included in the future.

Given the structure of GMDF's carbon footprint, the emissions associated with transport activities (upstream and downstream) are considered not significant, thus the Group has decided to focus on the most significant GHG emissions, particularly Scope 1 and Scope 2 and has chosen to extrapolate its scope 3 from a sectorial benchmark.

## Our ESG 2025 roadmap

Our ESG roadmap, as our steering tool, is based on the three pillars of non-financial performance: social, environmental and governance.

- **Social:**

Enhancing and promoting our uniqueness in the job market to boost attractiveness and retention and achieve ambition: "be the most attractive and distinctive employer".

Provide qualitative data on Turn-over to reduce it by providing improvement solutions at every organization level.

Ensuring the development of our Home Directors according to our leadership model which embody our values and respond to our promise: Everyone feels valued

Focus quality projects on end of life with common workshops on:

- Preparing our employees to apprehend end of life of our residents, notably through the following dimensions: Expertise, Mental Health, Ability to communicate.
- Ensure our homes can anticipate the actual end of life (last mile) of their residents in the most qualitative (personalized) way.
- Ensure our homes can accompany their residents until the last mile and pass away in our homes

- **Environment:**

Make a first complete Carbon Emission Assessment following GHG protocol format, improve the reliability of data collection on Energy and Water consumption.

Create and follow a National Decarbonization Plan for each country in defining a long-term trajectory (2050) for all our assets to manage our investments over 10 years.

Initiate a change in business model towards a regenerative model by integrating ESG issues into each of our areas of expertise.

- **Governance:**

Raise awareness among our employees about ESG issues and our strategy, and make our extra-financial commitment known.

Continue our implementation of extra financial data through Board EPM to be CSRD ready.

As a unique and committed player, we are proud to present our ESG roadmap, which sets out the commitments of Groupe Maisons de Famille to its stakeholders and provides the framework for all its activities in the years to come. Each year, we will report on the progress of our contributions, with humility and determination, to the challenges of longevity and Sustainable development.